AGREEMENT BETWEEN BROWARD COUNTY AND KIMLEY-HORN AND ASSOCIATES, INC. FOR CONSULTANT SERVICES FOR AIRPORT PLANNING CONSULTANT SERVICES  
RFP # R1277902P1

This is an Agreement ("Agreement") between Broward County, a political subdivision of the State of Florida ("County"), and Kimley-Horn and Associates, a corporation authorized to transact business in the State of Florida ("Consultant") (collectively referred to as the "Parties").

IN CONSIDERATION of the mutual terms, conditions, promises, covenants, and payments hereinafter set forth, the Parties agree as follows:

ARTICLE 1. DEFINITIONS AND IDENTIFICATIONS

For the purposes of this Agreement, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions and identifications set forth below apply unless the context in which the word or phrase is used requires a different definition:

1.1 Airport means the Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO), located in Broward County, Florida, as described in the Master Plan Update, including such additional property that may be acquired to implement development as described therein.

1.2 Aviation Department or BCAD means the Broward County Aviation Department (BCAD), or any successor agency.

1.3 Board or Commission means the Board of County Commissioners of Broward County, Florida.

1.4 Contract Administrator means the Director of the Broward County Aviation Department, or his or her designee, pursuant to written delegation by the Director of the Broward County Aviation Department, or some other employee expressly designated as Contract Administrator in writing by the County Administrator.

1.5 County Administrator means the administrative head of the County pursuant to Sections 3.02 and 3.03 of the Broward County Charter.

1.6 County Attorney means the chief legal counsel for County appointed by the Board.

1.7 County Business Enterprise ("CBE") means a small business located in Broward County, Florida, which meets the criteria and eligibility requirements of Broward County's CBE Program and must be certified by Broward County's Office of Economic and Small Business Development.
1.8 **Disadvantaged Business Enterprise** ("DBE") means as defined in Title 49 CFR Part 26 or other applicable federal law in connection with a contract which is funded in whole or in part from federal governmental sources as specified in Title 49 CFR Part 26 Sec. 26.3.

1.9 **Lump Sum** means when the method of compensation is that of "Lump Sum," such phrase means that Consultant shall perform or cause to be performed the described services for total compensation in the stated amount.

1.10 **Master Plan Update** means the then current Master Plan Update for the Airport, as it may be amended from time to time.

1.11 **Maximum Amount Not-To-Exceed** means when the method of compensation is that of "Maximum Amount Not-To-Exceed" or "Maximum Not-To-Exceed Amount," such phrase means that Consultant shall perform or cause to be performed all services during the period set forth for total compensation based on actual hours and costs incurred, in the amount of, or less than, the stated amount.

1.12 **Notice To Proceed** means a written notice to proceed, authorizing the Consultant to commence work under this Agreement, or to proceed with a subsequent phase or task of work under this Agreement. The written Notice to Proceed that authorizes the Consultant to commence work under this Agreement shall be issued by the Contract Administrator. The written Notice(s) to Proceed for subsequent phases or tasks of the Project shall be issued by the Contractor Administrator.

1.13 **Project** means Airport Planning Consultant Services.

1.14 **Scope of Services** means the work and services described in Article 3, and on Exhibit A and other applicable exhibits hereto, or in a Work Authorization, as applicable.

1.15 **Subconsultant** means a firm, partnership, corporation, independent contractor (including 1099 individuals) or combination thereof providing services to the County through the Consultant for all or any portion of the advertised work.

1.16 **Work Authorization** means a written order issued by the Contract Administrator directing Consultant to perform services and detailing the terms of payment and scope of work.

**ARTICLE 2. PREAMBLE**

In order to establish the background, context, and frame of reference for this Agreement and to generally express the objectives and intentions of the respective parties hereto, the following statements, representations, and explanations shall be accepted as predicates for the undertakings and commitments included within the provisions which follow and may be relied upon by the parties as essential elements of the mutual considerations upon which this Agreement is based.
2.1 County has budgeted funds for the Project. It is anticipated that the Project may be eligible for State of Florida grant funds.

2.2 Award of this Agreement does not guarantee work will be authorized. A failure by the County to authorize work under this Agreement or to issue a Notice to Proceed shall not be deemed a breach of this Agreement.

2.3 Negotiations pertaining to the services to be performed by Consultant were undertaken between Consultant and members of County staff, and this Agreement incorporates the results of such negotiations.

2.4 If the term of this Agreement extends beyond a single fiscal year of County, the continuation of this Agreement beyond the end of any fiscal year shall be subject to the availability of funds from County in accordance with Chapter 129, Florida Statutes, as it may be amended.

ARTICLE 3. SCOPE OF SERVICES

3.1 Consultant's services shall consist of the phases and tasks set forth in Exhibit A and any Work Authorization, including all necessary, incidental, and related activities and services. The parties recognize that additional work may subsequently be identified that falls within the Project due to scheduling or other requirements. If the County determines in its sole and exclusive discretion that such additional work may be included in this Agreement, then subject to negotiation and agreement of the parties as to the terms thereof, any such additional work shall be reflected in an amendment to this Agreement, or a Work Authorization, as appropriate.

3.2 The Scope of Services does not delineate every detail and minor work task required to be performed by Consultant to complete the Project. If, during the course of the performance of the services included in this Agreement, Consultant determines that work should be performed to complete the Project which is in Consultant's opinion outside the level of effort originally anticipated, whether or not the Scope of Services identifies the work items, Consultant shall notify Contract Administrator in writing in a timely manner before proceeding with the work. If Consultant proceeds with said work without notifying the Contract Administrator, said work shall be deemed to be within the original level of effort, whether or not specifically addressed in the Scope of Services. Notice to Contract Administrator does not constitute authorization or approval by County to Consultant to perform the work. Performance of work by Consultant outside the originally anticipated level of effort without prior written County approval is at Consultant's sole risk.

3.3 County and Consultant acknowledge that Exhibit A and any Work Authorizations issued hereunder are for services related to the Project. The County may elect to negotiate for additional services needed for the Project that are beyond those described in Exhibit A. The County may procure said additional services from another vendor or consultant or the County
may negotiate with the Consultant for additional scopes of services, compensation, time of
performance and other related matters at County’s sole option. County shall have the right at
any time to immediately terminate any negotiations with Consultant for additional services at
no cost to County and procure services from another source. Nothing in these provisions or
this Agreement shall in any way be deemed to obligate the County to procure additional
services from Consultant. In addition, the County shall have the right, at its sole and exclusive
discretion, to terminate any one or more tasks or phases of service described in Exhibit A, or in
this Agreement, from this Agreement, and to procure services from another source. In such
event: (i) Consultant shall be paid for services performed through the date of termination,
subject to other applicable provisions hereof; and (ii) any phases or tasks not terminated by
such written notice shall continue to be covered by this Agreement and Consultant shall
perform the services required by such phases or tasks pursuant to the terms and conditions of
this Agreement.

3.4 Codes/Regulations. Consultant, as it relates to the services required to be performed
under this Agreement, represents and acknowledges to the County that it and its
subconsultants are knowledgeable as to any and all codes, rules and regulations applicable in
the jurisdictions in which the Project is located and the funding sources for the Project,
including without limitation, County and local ordinances and codes, Florida laws, rules,
regulations and grant requirements, and Federal laws, rules, regulations, advisory circulars and
grant requirements, including without limitation, PFC requirements, requirements of the
Americans with Disabilities Act, and requirements of the Federal Aviation Administration
("FAA"), and the Federal Transportation Security Administration ("TSA") and the Florida
Department of Transportation ("FDOT"). In the performance of services under this Agreement,
the Consultant and its subconsultants shall comply with all such laws, codes, rules, regulations,
advisory circulars and requirements now in effect and as may be amended or adopted at any
time during the term of this Agreement, and shall further take into account in the performance
of its services hereunder, all known or publicly announced pending changes to the foregoing.
The Consultant and its subconsultants shall provide any and all certifications to the County as to
compliance with such laws, codes, rules, regulations, advisory circulars and requirements, as
may be required by any governmental body, including FAA, TSA, FDOT and County agencies, or
as may be requested by the Aviation Department. The Consultant shall insert all required FAA,
TSA and FDOT provisions in its subconsultant agreements for the Project. Consultant shall
review all documents for conflicts between the rules, regulations and codes and provide a
summary report of any conflicts and recommend a solution for review and approval by the
Contract Administrator. The Consultant will incorporate the provisions of this Section without
modification into all agreements with its subconsultants.

3.5 Licensing. Consultant represents that it and its subconsultants are experienced and fully
qualified to perform the services contemplated by this Agreement, and that it and its
subconsultants are properly licensed pursuant to all applicable laws, rules and regulations to
perform such services.
3.6 **Knowledge and Skills.** Consultant represents that it and its subconsultants have the knowledge and skills, either by training, experience, education, or a combination thereof, to completely and competently perform the duties, obligations, and services to be provided pursuant to this Agreement and to provide and perform such services to County’s satisfaction for the agreed compensation.

3.6.1 Consultant shall perform its duties, obligations, and services under this Agreement in a skillful and professional manner, and shall cause its subconsultants to also perform their duties, obligations and services under this Agreement in a skillful and professional manner.

3.6.2 The quality of Consultant’s and its subconsultants’ performance and all interim and final product(s) provided to or on behalf of County shall be comparable to the best local and national standards.

3.6.3 Nothing in this Agreement shall relieve the Consultant of its prime and sole responsibility for the performance of the work under this Agreement. In addition to all other rights and remedies that County may have under this Agreement, Contract Administrator may require the Consultant to correct any deficiencies which result from Consultant’s failure to perform in accordance with the above standards.

3.7 In order to avoid a duplication of effort or expense, Consultant agrees to utilize any County-provided information, including but not limited to, plans, specifications, information, data, reports or analyses that may be prepared or generated by other consultants retained by the County that may be required in connection with Consultant’s services hereunder, subject to Consultant’s independent review and revalidation, if necessary. In addition, County may provide any plans, specifications or any information, obtained or prepared by Consultant, including, but not limited to data, reports or analyses to other consultants retained by the County or to any other party. Consultant shall perform due diligence in connection with the use of such information.

3.8 The County shall have the right, at any time and in its sole discretion, to submit for review to other consultants engaged by the County any or all parts of the work performed by the Consultant, and the Consultant shall cooperate fully in such review.

3.9 **Work Authorizations.** All services identified in Exhibit A and any Optional Services to be performed under this Agreement shall be authorized through the issuance of Work Authorizations. The issuance of a Work Authorization by the Contract Administrator in substantially the form of Exhibit E shall be required before services may begin. Such services may be authorized by the Contract Administrator, in his or her sole discretion, subject to the Maximum-Not-To-Exceed or Lump Sum amounts established for each item (as may be increased pursuant to the provisions hereof) and the maximum amount set forth in the Work Authorization.

RFP# R1277902P1/Airport Planning Consultant Services

Page 5 of 61

BCF #403 (Rev. 01.02.15)
3.9.1 Before any service is commenced pursuant to a Work Authorization, Consultant shall supply the Contract Administrator with a written proposal for all charges expected to be incurred for such service, which proposal shall be reviewed by the Contract Administrator.

3.9.2 All Work Authorizations shall contain, at a minimum, the following information and requirements:

3.9.2.1 A description of the work to be undertaken (which description must specify in detail the individual tasks and other activities to be performed by Consultant), a reference to this Agreement pursuant to which the work to be undertaken is authorized, and a statement of the method of compensation.

3.9.2.2 A budget establishing the amount of compensation, which amount shall constitute a maximum and shall not be exceeded unless prior written approval of Contract Administrator is obtained. The information contained in the budget shall be in sufficient detail so as to identify the various elements of costs.

3.9.2.2.a Salary costs in effect at the time of negotiation for each Work Authorization shall remain in effect throughout the life of the Work Authorization, regardless of authorized Consumer Price Index (CPI) increases at the time of any amendment or Consultant’s annual salary increases.

3.9.2.2.b With respect to any Maximum Not-To-Exceed service item, if additional work is required over the amount set forth in the Work Authorization, any additional compensation must be reflected in an amendment to the Work Authorization signed by the Contract Administrator and the Consultant, so long as the maximum amount established pursuant to this Agreement for such item is not exceeded. In the event the County does not approve an increase in the amount, and the need for such action is not the fault of the Consultant, the authorization shall be terminated and Consultant shall be paid in full for all work completed to that point, but, in no case, shall the Maximum-Not-To-Exceed amount be exceeded.

3.9.2.3 A time established for completion of the work or services undertaken by Consultant or for the submission to County of documents, reports, and other information pursuant to this Agreement.

3.9.2.4 Any other additional instructions or provisions relating to the work authorized pursuant to this Agreement.
3.9.2.5 Work Authorizations shall be dated, serially numbered, and signed.

3.9.3 At the conclusion of the term of this Agreement, no further Work Authorizations shall be issued. The Consultant shall be required however to complete all services under open Work Authorizations in accordance with the schedule for completion for each then outstanding Work Authorization. Pursuant to the Administrative Code, Section 21.31.g., a Work Authorization shall not extend a contract beyond the contract term without the approval of the Board.

ARTICLE 4. TIME FOR PERFORMANCE; DAMAGES FOR DELAY

4.1 The initial term of this Agreement shall be for the period beginning on the date of execution of this Agreement by the Board and ending three years from that date ("Initial Term"). At its option, the County may renew this Agreement for two (2) additional one (1) year periods. The option to renew may be exercised by the County's Director of Purchasing by written notice of renewal to Consultant.

4.2 Consultant shall perform the services described in Exhibit A or any Work Authorization within the time periods specified therein. Such time periods shall commence from the date of the Notice to Proceed for such services.

4.3 Time of the Essence. Time shall be deemed to be of the essence in performing the duties, obligations and responsibilities required by this Agreement.

4.4 Prior to the commencement of any services under this Agreement (including commencing services under a Work Authorization), Consultant must receive a written Notice to Proceed from the Contract Administrator. Thereafter, Consultant must receive a written Notice to Proceed from the Contract Administrator prior to beginning the performance of services for any other phases or tasks under this Agreement. Prior to granting approval for Consultant to proceed to a subsequent phase or task, the Contract Administrator may, at his or her sole option, require Consultant to submit itemized deliverables/documents for the Contract Administrator's review. The Consultant acknowledges and agrees that (1) the Project covered by this Agreement is one of several projects being administered at the Airport; (2) there must be coordination in the scheduling and implementation of all projects being administered at the Airport; and (3) in some circumstances, the commencement of certain phases or tasks associated with one or more of the projects will be tied to the completion of, or the schedules of, one or more phases or tasks of other projects. Accordingly, the Consultant acknowledges and agrees that the Contract Administrator may refuse to issue a Notice to Proceed with any phase or task of the Project or under a Work Authorization described by this Agreement, if such is deemed necessary in the coordination of other projects or in the implementation and scheduling of any other project. The parties acknowledge that, due to the nature and complexity of the Project, the Project schedule may require revision based upon subsequent circumstances. Therefore, the Project schedule may be revised with the prior written consent of the Contract Administrator. The Contract Administrator retains the final discretion to adjust...
the Project schedule or not.

4.5 In the event Consultant is unable to complete any services because of delays resulting from untimely review by County or other governmental authorities having jurisdiction over the Project, and such delays are not the fault of Consultant, or because of delays which were caused by factors outside the control of Consultant, County shall grant a reasonable extension of time for completion of the services and shall provide reasonable compensation, if appropriate. It shall be the responsibility of Consultant to notify the Contract Administrator promptly in writing whenever a delay in approval by a governmental agency is anticipated or experienced, and to inform the Contract Administrator of all facts and details related to the delay.

4.6 In the event Consultant fails to complete the phases and tasks of services identified in *Exhibit A* or identified in any Work Authorization, on or before the applicable time for performance, County shall deduct from monies otherwise due the Consultant the sum that is established in each Work Authorization for each calendar day after the specified time for performance, plus approved time extensions thereof, until completion of the phase or task.

These amounts are not penalties but are liquidated damages to County due to Consultant’s inability to proceed with, and complete, the applicable tasks or services in a timely manner pursuant to the agreed upon Project schedule. Liquidated damages are hereby fixed and agreed upon by the parties, recognizing the impossibility of precisely ascertaining the amount of damages that will be sustained by County as a consequence of such delay, and both parties desiring to obviate any question or dispute concerning the amount of said damages and the cost and effect of the failure of Consultant to complete the respective phases or tasks within the applicable time for performance. This provision shall not affect the rights and obligations of either party as set forth in Section 10.11, Indemnification of County.

**ARTICLE 5. COMPENSATION AND METHOD OF PAYMENT**

Absent amendment, the total cumulative amount authorized for all Work Authorizations issued under this Agreement to CONSULTANT may not exceed Four Million Five Hundred Sixty Thousand Dollars ($4,560,000) for labor and Two Hundred Forty Thousand Dollars ($240,000) for reimbursables, for a total maximum not to exceed Agreement amount of Four Million Eight Hundred Thousand Dollars ($4,800,000). The method of compensation to be paid under each individual Work Authorization shall be pursuant to one or a combination of the following:

5.1 **AMOUNT AND METHOD OF COMPENSATION**

5.1.1 Maximum Amount Not-To-Exceed Compensation. Compensation to Consultant for the performance of Basic Services identified in Exhibit A as payable on a "Maximum Amount Not-To-Exceed" basis, and as otherwise required by this Agreement, shall be based upon the Salary Costs as described in Section 5.2 up to a maximum amount not-to-exceed as approved in Work Authorizations of $___________. Consultant shall
perform all services designated as Maximum Amount Not-To-Exceed set forth herein for
total compensation in the amount of or less than that stated above.

For any phase or task that is identified as a Maximum Amount Not-To-Exceed, the
Contract Administrator may transfer funds to any other phase or task. Notwithstanding,
the receiving item may not be increased by an aggregate amount that is greater than
the Director of Aviation’s change order authority (as provided in Section 21.73(c) of the
Administrative Code) unless Board approval is first obtained.

5.1.2 Lump Sum Compensation. Compensation to Consultant for the performance of
all Basic Services identified in Exhibit A as payable on a “Lump Sum” basis, and as
otherwise required by this Agreement, shall be not more than a total lump sum amount
as approved in Work Authorizations of $_______________.

5.1.3 Optional Services. County has not established an amount of $__________ for
potential Optional Services identified in Exhibit F which may be utilized pursuant to
Article 6. Unused amounts of these Optional Services monies shall be retained by
County.

5.1.4 Reimbursable Expenses. County has established a maximum amount not-to­
exceed of $240,000.00 for potential reimbursable expenses which may be utilized
pursuant to Section 5.3. Unused amounts of those monies established for reimbursable
expenses shall be retained by County.

5.1.5 Salary Rate. The maximum hourly rates payable by County for each of
Consultant’s employee categories are shown on Exhibit B and are further described in
Section 5.2. County shall not pay Consultant any additional sum for reimbursable
expenses, additional or optional services, if any, unless otherwise stated in Section 5.3
and Article 6.

If, for services designated as payable on a Maximum Amount Not-To-Exceed basis,
Consultant has “lump sum” agreements with any subconsultant(s), then Consultant shall
bill all “lump sum” subconsultant fees with no "markup." Likewise, Consultant shall bill,
with no mark-up, all maximum not to exceed subconsultant fees using the employee
categories for Salary Costs on Exhibit B as defined in Section 5.2 and Reimbursables
defined in Section 5.3. All Subconsultant fees shall be billed in the actual amount paid
by Consultant.

5.1.6 The dollar limitation set forth in Section 5.1 is a limitation upon, and describes
the maximum extent of, County’s obligation to Consultant, but does not constitute a
limitation, of any sort, upon Consultant’s obligation to incur such expenses in the
performance of services hereunder.
5.2 **SALARY COSTS.** The term Salary Costs as used herein shall mean the hourly rate actually paid to all personnel engaged directly on the Project, as adjusted by an overall multiplier which consists of the following: 1) a fringe benefits factor; 2) an overhead factor; and, 3) an operating profit margin, as set forth on Exhibit B. Said Salary Costs are to be used only for time directly attributable to the Project. The fringe benefit and overhead factors shall be certified by an independent Certified Public Accountant in accordance with the Federal Acquisition Regulation ("FAR") guidelines. Said certification shall be dated within one hundred eighty (180) days after Consultant's most recently completed fiscal year. If the certification is not available at the time of contracting, the certification shall be provided when it becomes available, provided however, Consultant certifies that the rates and factors set forth herein are accurate, complete, and consistent with the FAR guidelines at the time of contracting.

5.2.1 Consultant shall require all of its subconsultants to comply with the requirements of Section 5.2. Subconsultants may be exempted from the FAR audit requirements of Section 5.2 upon application to, and written approval by, the County Auditor.

5.2.2 Salary Costs for Consultant and subconsultants as shown in Exhibit B are the Maximum Billing Rates which are provisional, subject to audit of actual costs, and if the audit discloses that the actual costs are less than the costs set forth on Exhibit B for the Consultant or any subconsultant, the Consultant shall reimburse the County based upon the actual costs determined by the audit.

5.2.3 Unless otherwise noted, the Salary Costs stated above are based upon the Consultant's "home office" rates. Should it become appropriate during the course of the agreement that a "field office" rate be applied, then it is incumbent upon the Consultant to submit a supplemental Exhibit B reflective of such rates for approval by Contract Administrator and invoice the County accordingly.

5.2.4 The total hours payable by the County for any "exempt" or "non-exempt" personnel shall not exceed forty (40) hours in any week. In no event shall Consultant be paid additional compensation for exempt employees. In the event the work requires non-exempt personnel to work in excess of 40 hours per week (overtime), any additional hours must be authorized in advance, in writing, by the Contract Administrator. In such an event, Salary Costs for overtime hours shall be payable at no more than one and one half of the maximum hourly rate as shown on Exhibit B, adjusted by a multiplier reflective of applicable overhead and fringe costs, if any, and the agreed upon operating profit margin.

5.2.5 Consultant and any of its subconsultants may alternatively use a "Safe Harbor" combined fringe benefit and overhead rate of 110% in lieu of providing fringe benefit and overhead cost factors certified by an independent Certified Public Accountant in accordance with the Federal Acquisition Regulation ("FAR") guidelines. The Safe Harbor rate, once elected, shall remain in place for the entire term of the Agreement, and be
applicable for use as "home" and "field" fringe benefit and overhead rates, if applicable, and shall not be subject to audit under this Agreement. All other provisions of Section 5.2 remain in place.

5.2.6 The maximum hourly rates shown on Exhibit B are subject to change annually beginning on the second anniversary of the contract execution date and on each contract year thereafter upon written request thirty (30) days prior to the anniversary date by Consultant and approval by the Contract Administrator. Any increase in these rates shall be limited to the lesser of the change in cost of living or three percent (3%). The increase or decrease in CPI shall be calculated as follows: the difference of CPI current period less CPI previous period, divided by CPI previous period, times 100. The CPI current period shall mean the most recent published monthly index prior to contract anniversary. The CPI previous period shall mean for the same month of the prior year. All CPI indices shall be obtained from the U.S. Department of Labor table for Consumer Price Index - All Urban Consumers (Series ID CUURA320SAO) for the area of Miami-Fort Lauderdale, FL (All Items), with a base period of 1982-84 = 100. Any changes to the hourly rates shall be set forth on an amended Exhibit B executed by the Contract Administrator and the Consultant.

5.3 REIMBURSABLES. For reimbursement of any travel costs, travel-related expenses, or other direct nonsalary expenses directly attributable to this Project permitted under this Agreement, Consultant agrees to adhere to Section 112.061, Florida Statutes, except to the extent, if any, that Exhibit B expressly provides to the contrary. County shall not be liable for any such expenses that have not been approved in advance, in writing, by the Contract Administrator. Reimbursable subconsultant expenses are limited as described herein when the subconsultant agreement provides for reimbursable expenses.

5.4 METHOD OF BILLING

5.4.1 For Maximum Amount Not-To-Exceed Compensation under Section 5.1.1. Consultant shall submit billings which are identified by the specific project number on a monthly basis in a timely manner for all Salary Costs and Reimbursables attributable to the Project. These billings shall identify the nature of the work performed, the total hours of work performed and the employee category of the individuals performing same. Billings shall itemize and summarize Reimbursables by category and identify same as to the personnel incurring the expense and the nature of the work with which such expense was associated. Where prior written approval by Contract Administrator is required for Reimbursables, a copy of said approval shall accompany the billing for such reimbursable. Billings shall also indicate the cumulative amount of CBE/DBE participation to date. The statement shall show a summary of Salary Costs and Reimbursables with accrual of the total and credits for portions paid previously. External Reimbursables and subconsultant fees must be documented by copies of invoices or receipts which describe the nature of the expenses and contain a project...
number or other identifier which clearly indicates the expense is identifiable to the Project. Subsequent addition of the identifier to the invoice or receipt by Consultant is not acceptable except for meals and travel expenses. Internal expenses must be documented by appropriate Consultant's cost accounting forms with a summary of charges by category. When requested, Consultant shall provide backup for past and current invoices that records hours and Salary Costs by employee category, Reimbursables by category, and subcontractor fees on a task basis, so that total hours and costs by task may be determined.

5.4.2 For Lump Sum Compensation under Section 5.1.2. Consultant shall submit billings which are identified by the specific project number on a monthly basis in a timely manner. These billings shall identify the nature of the work performed, the phase of work, and the estimated percent of work accomplished. Billings for each phase shall not exceed the amounts allocated to said phase. Billings shall also indicate the cumulative amount of CBE/DBE participation to date. The statement shall show a summary of fees with accrual of the total and credits for portions paid previously. When requested, Consultant shall provide backup for past and current invoices that record hours, salary costs, and expense costs on a task basis, so that total hours and costs by task may be determined.

5.5 METHOD OF PAYMENT

5.5.1 County shall pay Consultant within thirty (30) calendar days from receipt of Consultant's proper statement, as defined by County's Prompt Payment Ordinance, ninety percent (90%) of the total shown to be due on such statement. When the services to be performed on each phase of the Project are fifty percent (50%) complete and upon written request by Consultant and written approval by the Contract Administrator that the Project is progressing in a satisfactory manner, the Contract Administrator, in his or her sole discretion, may authorize that subsequent payments for each phase may be increased to ninety-five percent (95%) of the total shown to be due on subsequent statements. Where practicable, and upon request, County may make incremental acceptance of a portion of the work and release applicable retainage. No amount shall be withheld from payments for Reimbursables.

5.5.2 Upon Consultant's satisfactory completion of any task or phase of the Project or within a Work Authorization, and after the Contract Administrator's review and approval, and following receipt of all applicable deliverables, County shall remit to Consultant the amounts previously withheld. Final payment for the Project must be approved by the Director of the Broward County Purchasing Division.

5.5.3 Notwithstanding any provision of this Agreement to the contrary, the Consultant shall not be entitled to payment of any pay application unless the Contract Administrator is satisfied that the pay application reflects a level of effort and stage of completion of the respective deliverables that is in accordance with the schedules.
previously agreed to by the Consultant and the Contract Administrator, as set forth in Exhibit A, or in a Work Authorization.

5.5.4 Payment will be made to Consultant via the following wiring instructions as provided by the Consultant:

Account Name: Kimley-Horn and Associates, Inc.
Bank Name: Wells Fargo Bank, N.A.
Account Number: 2073089159554
ABA number (ACH or wire): 121000248

5.5.5 Except as otherwise provided in Article 9, Consultant shall pay its subconsultants and suppliers within fifteen (15) calendar days following receipt of payment from the County for such work or supplies. Consultant agrees that if it withholds an amount as retainage from its subconsultants or suppliers, that it will release such retainage and pay same within fifteen (15) calendar days following receipt of payment of retained amounts from County.

5.5.6 Consultant agrees that nonpayment of any of its subconsultants or suppliers as required by this Article shall be a material breach of this Agreement and that County may, at its option, increase allowable retainage or withhold progress payments unless and until Consultant demonstrates timely payments of sums due to such subconsultants or suppliers. Consultant agrees that the presence of a "pay when paid" provision in a subconsultant contract shall not preclude County’s inquiry into allegations of nonpayment. The foregoing remedies shall not be employed when Consultant demonstrates that failure to pay results from a bona fide dispute with its subconsultant or supplier.

ARTICLE 6. OPTIONAL AND ADDITIONAL SERVICES; CHANGES IN SCOPE OF SERVICES

6.1 County or Consultant may request changes that would increase, decrease, or otherwise modify the Scope of Services to be provided under this Agreement. Such changes must be made in accordance with the provisions of the Broward County Procurement Code and must be contained in a written amendment executed by the parties hereto, with the same formality and of equal dignity herewith, prior to any deviation from the terms of this Agreement including the initiation of any additional services.

6.2 Costs of additional services identified by the Contract Administrator during the life of this agreement and as contained in a written amendment will be compensated on an hourly basis, or an agreed upon lump sum, or as a reimbursable, as provided in Article 5. Additional services authorized by the Contract Administrator shall include a required completion date for Consultant’s performance of those additional services.

6.3 In the event a dispute between the Contract Administrator and Consultant arises over...
whether requested services constitute additional services and such dispute cannot be resolved
by the Contract Administrator and Consultant, such dispute shall be promptly presented to
County's committee which negotiated this Agreement, for resolution. The committee's
decision shall be final and binding on the parties. The resolution shall be set forth in a written
document in accordance with Section 6.1 above. During the pendency of any dispute,
Consultant shall promptly perform the disputed services.

6.4 Consultant may, at Contract Administrator's discretion, be authorized to perform the
Optional Services delineated in Exhibit F, Optional Services, up to the maximum fee amount
established for Optional Services under Article 5 and in Exhibit F. Any Optional Services to be
performed by Consultant pursuant to the terms of this Agreement shall first be authorized by
the Contract Administrator in writing by a "Work Authorization" in accordance with this Article.
Prior to issuing a Work Authorization, the Contract Administrator must provide the County
Attorney's Office with the written description of the work to be undertaken as required by
Section 6.4 and obtain a written concurrence from the County Attorney's Office that the work
proposed to be performed pursuant to the Work Authorization is within the scope of services of
this Agreement. Before any Optional Service that is contained within Section 5.1.3 and Exhibit F
is commenced, Consultant shall supply the Contract Administrator with a written estimate for
all charges expected to be incurred for such Optional Service.

6.4.1 For Optional Services not already within the scope of Section 5.1.3 and Exhibit F,
Work Authorizations shall be required as follows:

6.4.1.1 Any Optional Services Work Authorization that will cost County less
than Thirty Thousand Dollars ($30,000.00) may be signed by Contract
Administrator and Consultant.

6.4.1.2 Any Optional Services Work Authorization that will cost County at least
Thirty Thousand Dollars ($30,000.00) but not more than $100,000.00 may be
signed by County's Purchasing Director, and Consultant.

6.4.1.3 Any Work Authorization above the County's Purchasing Director's
authority must be approved by the Board.

6.5 As provided in Article 9, each proposed contract modification request that, by itself or
aggregated with previous modification requests, increases the contract value by ten percent
(10%) or more of the initial contract value shall be reviewed by County for opportunities to
include or increase CBE participation. Consultant shall demonstrate good faith efforts to
include CBE participation in modified work and shall report such efforts to the Broward County
Office of Economic and Small Business Development (OESBD).

ARTICLE 7. COUNTY'S RESPONSIBILITIES

RFP# R1277902P1/Airport Planning Consultant Services
Page 14 of 61

BCF #403 (Rev. 01.02.15)
7.1 Consultant may review public records relevant to the Scope of Work and request to review other information pertinent to the Project. County, in making information and documents available to the Consultant, does not certify the accuracy or completeness of such data. Any conclusions or assumptions drawn thereof by Consultant shall be the sole responsibility of the Consultant and subject to verification by Consultant.

7.2 Consultant shall arrange for access to, and make all provisions to enter upon public and private property as required for Consultant to perform its services.

ARTICLE 8. INSURANCE

8.1 Consultant at its sole cost, shall maintain at all times during the term of this Agreement (unless a different time period is otherwise stated herein), the minimum insurance coverage designated in Exhibit D in accordance with the terms and conditions stated in this Article.

8.2 Such policies shall be issued by companies authorized to do business in the State of Florida, with a minimum AM Best financial rating of A-. Coverage shall be afforded on a form no more restrictive than the latest edition of the respective Insurance Services Office policy. Consultant shall name Broward County as an additional insured under the primary and non-contributory Commercial General Liability policy, Business Automobile Liability policy as well as on any Excess Liability policy. The official title of the certificate holder is Broward County. This official title shall be used in all insurance documentation.

8.2.1 Prior to the entrance into the airside area of the Airport by Consultant, its subconsultants and/or their employees, the limit of liability for automobile and commercial or comprehensive general liability insurance will be increased to $5,000,000.00 each occurrence bodily injury and property damage combined single limit.

8.3 Consultant shall provide to County proof of insurance in form of Certificates of Insurance and endorsements evidencing all insurance required by this Article within fifteen (15) days of notification of award. County reserves the right to obtain a certified copy of any policies required by this Article upon request. Coverage is not to cease and is to remain in force until final acceptant by County. County shall be notified of any restriction or cancellation of coverage within thirty (30) days. If any of the insurance coverage will expire prior to the completion of the work, proof of insurance renewal shall be provided to County upon expiration.

8.4 County reserves the right to review and revise any insurance requirements at the time of renewal or amendment of this Agreement, including, but not limited to, deductibles, limits, coverage, and endorsements.
8.5 If Consultant uses a subconsultant, Consultant shall require subconsultant to name "Broward County" as an additional insured on any Commercial General Liability and the Business Automobile Liability policies.

ARTICLE 9. EEO AND CBE COMPLIANCE

9.1 No party to this Agreement may discriminate on the basis of race, color, sex, religion, national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this Agreement. Consultant shall comply with all applicable requirements of the County’s CBE Program as established by Broward County Business Opportunity Act of 2012, Section 1-81, Broward County Code of Ordinances (the "Act"), in the award and administration of this Agreement.

Consultant shall include the foregoing or similar language in its contracts with any Subcontractors, except that any project assisted by the U.S. Department of Transportation funds shall comply with the non-discrimination requirements in 49 C.F.R. Parts 23 and 26.

Failure by Consultant to carry out any of the requirements of this Section shall constitute a material breach of this Agreement, which shall permit County to terminate this Agreement or to exercise any other remedy provided under this Agreement, Broward County Code of Ordinances, Broward County Administrative Code, or under other applicable law, all such remedies being cumulative.

9.2 Consultant acknowledges that the Board, acting through the OESBD, may make minor administrative modifications to the CBE Program which shall become applicable to this Agreement if the administrative modifications are not unreasonable. Written notice of any such modification shall be provided to Consultant and shall include a deadline for Consultant to notify County if Consultant concludes that the modification exceeds the authority of this section of this Agreement. Failure of Consultant to timely notify County of its conclusion that the modification exceeds such authority shall be deemed acceptance of the modification by Consultant.

County may add or increase the required participation of CBE firms under this Agreement in connection with any amendment, extension, modification, or change order to this Agreement that, by itself or aggregated with previous amendments, extensions, modifications, or change orders, increases the initial Agreement price by ten percent (10%) or more. Consultant shall make a good faith effort to include CBE firms in work resulting from any such amendment, extension, modification, or change order and shall report such efforts, along with evidence thereof, to the OESBD.

9.3 Consultant will meet the following CBE participation goal by utilizing the CBE firms for the following percentage of Services under this Agreement:
CBE participation goal | 13.0%

Consultant stipulates that each CBE firm utilized to meet the CBE participation goal must be certified by the OESBD. Consultant shall inform County immediately when a CBE firm is not able to perform or if Consultant believes the CBE firm should be replaced for any other reason, so that the OESBD may review and verify the good faith efforts of Consultant to substitute the CBE firm with another CBE firm. Whenever a CBE firm is terminated for any reason, including cause, Consultant shall provide written notice to the OESBD and shall substitute another CBE firm in order to maintain the level of CBE participation required herein, unless otherwise provided herein or agreed in writing by the parties. Such substitution shall not be required in the event the termination results from County modifying the scope of Services and there is no available CBE to perform the new Scope of Services, in which event Consultant shall notify County and the OESBD may adjust the CBE participation goal by written notice to Consultant. Consultant may not terminate for convenience a CBE firm without County's prior written consent, which consent shall not be unreasonably withheld.

9.4 In performing the services for this Project, the Parties hereby incorporate the list of Consultant's participating CBE firms, addresses, scope of work, and the percentage of work amounts identified on each Letter of Intent into this Agreement (Exhibit C). Promptly upon execution of this Agreement by County, Consultant shall enter into a formal contract with the CBE firms listed in Exhibit C and, upon request, shall provide copies of the contracts to the Contract Administrator and OESBD.

9.5 Consultant shall provide written monthly reports to the Contract Administrator attesting to Consultant's compliance with the CBE participation goals stated in this Article 8. In addition, Consultant shall allow County to engage in on-site reviews to monitor Consultant's progress in achieving and maintaining its contractual and CBE Program obligations. Such review and monitoring shall be by the Contract Administrator in conjunction with the OESBD, unless otherwise determined by the County Administrator. County shall have access, without limitation, to Consultant's books and records, including payroll records, tax returns and records, and books of account, on five (5) business days' notice.

9.6 In the event of Consultant's noncompliance with its CBE participation goal (including without limitation the unexcused reduction of a CBE firm's participation), the affected CBE firm shall have the right to exercise any remedies as may be available as between the CBE firm and the Consultant.

9.7 The Contract Administrator may, at its option, increase allowable retainage or withhold progress payments unless and until Consultant demonstrates timely payments of sums due to all Subcontractors and suppliers. The presence of a "pay when paid" provision in a Consultant's contract with a CBE firm shall not preclude County or its representatives from inquiring into allegations of nonpayment.
9.8 By execution of this Agreement, Consultant represents that it has not been placed on the discriminatory vendor list as provided in Section 287.134, Florida Statutes. County hereby materially relies on such representation in entering into this Agreement. An untrue representation of the foregoing shall entitle County to terminate this Agreement and recover from Consultant all monies paid by County pursuant to this Agreement, and may result in debarment from County’s competitive procurement activities.

ARTICLE 10. MISCELLANEOUS

10.1 Ownership Of Documents

10.1.1 All finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, specifications and reports prepared or provided by Consultant in connection with this Agreement shall become the property of County, whether the Project for which they are made is completed or not, and shall be delivered by Consultant to County within fifteen (15) days of the receipt of the written request from the Contract Administrator or written notice of termination.

10.1.2 If any funding for this Agreement is provided by the Federal Aviation Administration (FAA) or any other federal agency, then all rights to inventions and materials generated under this contract are subject to regulations issued by the FAA or any such other federal agency, and the sponsor of any grant under which this contract is executed. Information regarding these rights is available from the FAA and the sponsor.

10.1.3 Tangible items of non-consumed equipment, materials, supplies and furnishings purchased by the Consultant and its subconsultants, the costs of which have been reimbursed to the Consultant as a direct cost, shall be turned over to the County at completion or earlier termination of this Agreement, or disposed of as directed by the Contract Administrator, and the proceeds of any such disposal shall be credited to, or paid to, the County.

10.1.4 County may withhold any payments then due to Consultant until Consultant complies with the provisions of this Section.

10.2 Termination

10.2.1 This Agreement or any Work Authorization issued under this Agreement may be terminated for cause by the aggrieved party, if the party in breach has not corrected the breach within ten (10) days after written notice from the aggrieved party identifying the breach. This Agreement and any Work Authorization issued hereunder, or any part thereof, may also be terminated for convenience by County. Termination for convenience by County shall be effective on the termination date stated in written notice provided by County, which termination date shall be not less than thirty (30) days.
after the date of such written notice. If this Agreement or Work Authorization was entered into on behalf of County by someone other than the Board, termination by County may be by action of the County Administrator or the County representative (including his or her successor) who entered in this Agreement on behalf of County. This Agreement may also be terminated by the County Administrator upon such notice as the County Administrator deems appropriate under the circumstances in the event the County Administrator determines that termination is necessary to protect the public health or safety. The parties agree that if the County erroneously, improperly or unjustifiably terminates for cause, such termination shall be deemed a termination for convenience, which shall be effective thirty (30) days after such notice of termination for cause is provided.

10.2.2 This Agreement may be terminated for cause for reasons including, but not limited to, Consultant's repeated (whether negligent or intentional) submission for payment of false or incorrect bills or invoices, failure to suitably perform the work; or failure to continuously perform the work in a manner calculated to meet or accomplish the objectives as set forth in this Agreement or Work Authorization. The Agreement may also be terminated for cause if the Consultant is placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List created pursuant to Section 215.473, Florida Statutes, as amended or if the Consultant provides a false certification submitted pursuant to Section 287.135, Florida Statutes, as amended. This Agreement or a Work Authorization may also be terminated by County:

10.2.2.1 Upon the disqualification of Consultant as a CBE/DBE by County's Director of the Office of Economic and Small Business Development if Consultant's status as a CBE/DBE was a factor in the award of this Agreement or the Work Authorization, and such status was misrepresented by Consultant;

10.2.2.2 Upon the disqualification of Consultant by County's Director of the Office of Economic and Small Business Development due to fraud, misrepresentation, or material misstatement by Consultant in the course of obtaining this Agreement or the Work Authorization, or attempting to meet the CBE/DBE contractual obligations;

10.2.2.3 Upon the disqualification of one or more of Consultant's CBE/DBE participants by County's Director of the Office of Economic and Small Business Development if any such participant's status as a CBE/DBE firm was a factor in the award of this Agreement or the Work Authorization, and such status was misrepresented by Consultant or such participant;

10.2.2.4 Upon the disqualification of one or more of Consultant's CBE/DBE participants by County's Director of the Office of Economic and Small Business Development if such CBE/DBE participant attempted to meet its CBE/DBE
contractual obligations through fraud, misrepresentation, or material misstatement; or

10.2.2.5 If Consultant is determined by County's Director of the Office of Economic and Small Business Development to have been knowingly involved in any fraud, misrepresentation, or material misstatement concerning the CBE/DBE status of its disqualified CBE/DBE participant.

10.2.3 Notice of termination shall be provided in accordance with the "NOTICES" Section of this Agreement except that notice of termination by the County Administrator which the County Administrator deems necessary to protect the public health or safety may be verbal notice that shall be promptly confirmed in writing in accordance with the "NOTICES" Section of this Agreement.

10.2.4 In the event this Agreement or a Work Authorization issued under this Agreement is terminated for convenience, Consultant shall be paid for any services properly performed under the Agreement or Work Authorization through the termination date specified in the written notice of termination. Consultant acknowledges and agrees that it has received good, valuable and sufficient consideration from County, the receipt and adequacy of which are hereby acknowledged by Consultant, for County's right to terminate this Agreement for convenience.

10.3 Suspension. County shall have the right to suspend the work and services of Consultant. The suspension will be by written notice to Consultant from the Contract Administrator. Consultant shall, upon receipt of written notice from the Contract Administrator, remove all equipment and personnel from the work area, or as otherwise directed in the written notice. Consultant will return to the work and continue the performance services under this Agreement upon receipt of a written Notice to Proceed from the Contract Administrator.

10.4 Public Records. County is a public agency subject to Chapter 119, Florida Statutes. To the extent Consultant is a contractor acting on behalf of the County pursuant to Section 119.0701, Florida Statutes, Consultant and its subconsultants and subcontractors shall:

10.4.1 Keep and maintain public records that ordinarily and necessarily would be required by County in order to perform the service;

10.4.2 Provide the public with access to such public records on the same terms and conditions that County would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

10.4.3 Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law; and
10.4.4 Meet all requirements for retaining public records and transfer to County, at no cost, all public records in its possession upon termination of the applicable contract and destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to County in a format that is compatible with the information technology systems of County.

The failure of Consultant to comply with the provisions set forth in this Section shall constitute a default and breach of this Agreement, and County shall enforce the default in accordance with the provisions set forth in Section 10.2.

10.5 Audit Rights, And Retention Of Records. Consultant shall preserve all Contract Records (as defined below) for a minimum period of three (3) years after expiration or termination of this Agreement or until resolution of any audit findings, whichever is longer. Contract Records shall, upon reasonable notice, be open to County inspection and subject to audit and reproduction during normal business hours. County audits and inspections pursuant to this Section may be performed by any County representative (including any outside representative engaged by County). County may conduct audits or inspections at any time during the term of this Agreement and for a period of three years after the expiration or termination of the Agreement (or longer if required by law). County may, without limitation, verify information, payroll distribution, and amounts through interviews, written affirmations, and on-site inspection with Consultant’s employees, Subconsultants, vendors, or other labor.

Contract Records include any and all information, materials and data of every kind and character, including without limitation, records, books, papers, documents, subscriptions, recordings, agreements, purchase orders, leases, contracts, commitments, arrangements, notes, daily diaries, drawings, receipts, vouchers and memoranda, and any and all other documents that pertain to rights, duties, obligations or performance under this Agreement. Contract Records include hard copy and electronic records, written policies and procedures, time sheets, payroll records and registers, cancelled payroll checks, estimating work sheets, correspondence, invoices and related payment documentation, general ledgers, insurance rebates and dividends, and any other records pertaining to rights, duties, obligations or performance under this Agreement, whether by Consultant or Subconsultants.

County shall have the right to audit, review, examine, inspect, analyze, and make copies of all Contract Records at a location within Broward County. County reserves the right to conduct such audit or review at Consultant’s place of business, if deemed appropriate by County, with seventy-two (72) hours’ advance notice. Consultant agrees to provide adequate and appropriate work space. Consultant shall provide County with reasonable access to the Consultant’s facilities, and County shall be allowed to interview all current or former employees to discuss matters pertinent to the performance of this Agreement.

Consultant shall, by written contract, require its Subconsultants and subcontractors to agree to the requirements and obligations of this Section.
Any incomplete or incorrect entry in such books, records, and accounts shall be a basis for County's disallowance and recovery of any payment reliant upon such entry. If an audit or inspection in accordance with this Section discloses overpricing or overcharges to County of any nature by the Consultant or its Subconsultants in excess of five percent (5%) of the total contract billings reviewed by County, the reasonable actual cost of the County's audit shall be reimbursed to the County by the Consultant in addition to making adjustments for the overcharges. Any adjustments and/or payments due as a result of such audit or inspection shall be made within thirty (30) days from presentation of County's findings to Consultant.

10.6 Public Entity Crime Act. Consultant represents that it is familiar with the requirements and prohibitions under the Public Entity Crime Act, Section 287.133, Florida Statutes, and represents that its entry into this Agreement will not violate that Act. In addition to the foregoing, Consultant further represents that there has been no determination that it committed a "public entity crime" as defined by Section 287.133, Florida Statutes, and that it has not been formally charged with committing an act defined as a "public entity crime" regardless of the amount of money involved or whether Consultant has been placed on the convicted vendor list. Notwithstanding any provision in this Agreement to the contrary, if any representation stated in this paragraph is false, County shall have the right to immediately terminate this Agreement and recover all sums paid to Consultant under this Agreement.

10.7 No Contingent Fee. Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for Consultant any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, County shall have the right to terminate the Agreement without liability at its discretion, or to deduct from the Agreement price, or otherwise recover, the full amount of such fee, commission, percentage, gift, or consideration.

10.8 Subconsultants

10.8.1 Consultant shall utilize the subconsultants identified in the proposal that were a material part of the selection of Consultant to provide the services for this Project. Consultant shall obtain written approval of Contract Administrator prior to changing or modifying the list of subconsultants submitted by Consultant. Where Consultant's failure to use subconsultant results in Consultant's noncompliance with CBE/DBE participation goals, such failure shall entitle the affected CBE/DBE firm to damages available under this Agreement and under local and State law. The list of subconsultants is provided on Exhibit C.

10.8.2 Consultant shall bind in writing each and every approved subconsultant to the terms stated in this Agreement, provided that this provision shall not, in and of itself, impose the insurance requirements set forth in Article 8 on Consultant's subconsultants.
Broward County Risk Management Division, after taking into consideration the services to be provided by each of its subconsultants, will determine coverage necessary to protect the County's interests. Consultant shall require the proper licensing of each of its subconsultants and shall provide the insurance coverages as finally determined in the sole discretion of the Risk Management Division.

10.8.3 If any of the services outlined in this Agreement are furnished by Consultant by obtaining the services of subconsultants, Consultant, upon request shall provide County with proposals and contracts between the subconsultants and Consultant outlining the services to be performed and the charges for same, together with any other documentation required by County.

10.9 **Assignment And Performance.** Neither this Agreement nor any interest herein shall be assigned, transferred, or encumbered without the prior written consent of the Board. Consultant shall not subcontract any portion of the work required by this Agreement except as authorized pursuant to Section 10.8. County shall have the right to terminate this Agreement, effective immediately, if there is an assignment, or attempted assignment, transfer, or encumbrance of this Agreement or any right or interest herein by Consultant without County's written consent.

10.10 **Representative Of County And Consultant.** The parties recognize that questions in the day-to-day conduct of the Project will arise. The Contract Administrator, upon Consultant's request, shall advise Consultant in writing of one (1) or more County employees to whom all communications pertaining to the day-to-day conduct of the Project shall be addressed. Consultant shall inform the Contract Administrator in writing of Consultant's representative to whom matters involving the conduct of the Project shall be addressed.

10.11 **Indemnification Of County.** Consultant shall indemnify and hold harmless County, its officers and employees from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness or intentional wrongful conduct of Consultant, and other persons employed or utilized by Consultant in the performance of this Agreement. The provisions of this Section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by Contract Administrator and County Attorney, any sums due Consultant under this Agreement may be retained by County until all of County's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by County.

10.12 **All Prior Agreements Superseded.** This document incorporates and includes all prior negotiations, correspondence, conversations, agreements or understandings applicable to the matters contained herein; and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representations or agreements whether oral or written.

RFP# R1277902P1/Airport Planning Consultant Services

Page 23 of 61

BCF #403 (Rev. 01.02.15)
10.13 No Conflicts

10.13.1 The employees and officers of Consultant, its subconsultants, and the subsidiaries of Consultant and its subconsultants shall not, during the term of this Agreement, serve as an expert witness against County in any legal or administrative proceeding in which he or she or Consultant is not a party, unless compelled by court process. Further, Consultant agrees that such persons shall not give sworn testimony or issue a report or writing, as an expression of his or her expert opinion, which is adverse or prejudicial to the interests of County or in connection with any such pending or threatened legal or administrative proceeding. The limitations of this Section shall not preclude such persons from representing themselves in any action or in any administrative or legal proceeding.

10.13.2 Consultant, its subconsultants, and the subsidiaries, officers, and personnel of Consultant and its subconsultants shall not acquire any interest in any parcel of land or improvement thereon located within the Airport boundaries, as described in the Master Plan Update, including such additional property that may need to be acquired to implement the development described in the Master Plan Update.

10.13.3 Consultant, its subconsultants, and the subsidiaries, officers and personnel of Consultant and its subconsultants shall not perform consulting work or provide legal services that would in any way be in conflict with the Project or detrimental to the Project, or for any municipality, developer, tenant or landowner developing or having property within the Airport boundaries, as described in the Master Plan Update, including such additional property that may need to be acquired to implement the development described in the Master Plan Update. At least ten (10) calendar days prior to undertaking any such work, the Consultant shall provide the Contract Administrator with a written description of the contemplated work and the Contract Administrator shall promptly advise as to whether such work would be detrimental to the Project or in conflict therewith.

10.13.4 Consultant, its subconsultants, and the subsidiaries, officers, and personnel of Consultant and its subconsultants shall not have or hold any continuing or frequently recurring employment or contractual relationship that is substantially antagonistic or incompatible with such party's loyal and conscientious exercise of judgment and care related to its performance under this Agreement.

10.13.5 Consultant agrees to require its subconsultants, by written contract, to comply with the provisions of this Section.

10.14 Amendments. No modification, amendment or alteration in the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.
10.15 Notices. Whenever either party desires to give notice to the other, such notice must be in writing, sent by certified United States Mail, postage prepaid, return receipt requested, or sent by commercial express carrier with acknowledgement of delivery, or by hand delivery with a request for a written receipt of acknowledgment of delivery, addressed to the party for whom it is intended at the place last specified. The place for giving notice shall remain the same as set forth herein until changed in writing in the manner provided in this Section. The parties designate the following as the respective places for giving of notice:

FOR COUNTY:
Mike Pacitto, Contract Administrator
2200 SW 45th Street, Suite 101
Dania Beach, FL 33312

FOR CONSULTANT:
Russell Barnes
600 North Pine Island Rd, Suite 450
Plantation FL 33324

10.16 Truth-In-Negotiation Certificate. Consultant’s compensation under this Agreement is based upon representations supplied to County by Consultant, and Consultant certifies that the information supplied, including without limitation in the negotiation of this Agreement, is accurate, complete, and current at the time of contracting. County shall be entitled to recover any damages it incurs to the extent such representation is untrue.

10.17 Interpretation. The language of this Agreement has been agreed to by both parties to express their mutual intent and no rule of strict construction shall be applied against either party hereto. The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement. All personal pronouns used in this Agreement shall include the other gender, and the singular shall include the plural, and vice versa, unless the context otherwise requires. Terms such as “herein,” “hereof,” “hereunder,” and “hereinafter” refer to this Agreement as a whole and not to any particular sentence, paragraph, or section where they appear, unless the context otherwise requires. Whenever reference is made to a Section or Article of this Agreement, such reference is to the Section or Article as a whole, including all of the subsections of such Section, unless the reference is made to a particular subsection or subparagraph of such Section or Article.

10.18 Consultant’s Staff. Consultant will provide the key and core staff identified on Exhibit B-1 for the Project as long as said key and core staff are in Consultant’s employment. Prior to changing any key staff set forth on Exhibit B-1, Consultant shall provide Contract Administrator with such information as necessary to determine the suitability of proposed new key staff. The Contract Administrator will be reasonable in evaluating the qualifications of any proposed key staff. The key employees will not be changed, removed, or replaced by the Consultant without the prior written approval of the Contract Administrator. The Consultant must provide written
notice to the Contract Administrator of core staff changes, and provide the qualifications of any substituted core staff prior to any said substituted staff performing services on the Project. If Contract Administrator desires to request removal of any of Consultant's staff, the Contract Administrator shall first meet with Consultant and provide reasonable justification for said removal.

10.19 Drug-Free Workplace. It is a requirement of County that it enter into contracts only with firms that certify the establishment of a drug-free work place in accordance with Chapter 21.31(a) of the Broward County Procurement Code. Execution of this Agreement by Consultant shall serve as Consultant's required certification that it either has or that it will establish a drug-free work place in accordance with Chapter 21.31(a) of the Broward County Procurement Code and will continue to maintain same during the term of this Agreement.

10.20 Independent Contractor; No Joint Relationship. Consultant is an independent contractor under this Agreement. Services provided by Consultant shall be subject to the supervision of Consultant. In providing the services, Consultant or its agents shall not be acting and shall not be deemed as acting as officers, employees, or agents of County.

10.21 Third Party Beneficiaries. Neither Consultant nor County intends to directly or substantially benefit a third party by this Agreement. Therefore, the Parties acknowledge that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a right or claim against either of them based upon this Agreement.

10.22 Incorporation By Reference. The referenced Exhibits and Attachments are incorporated into and made a part of this Agreement.

10.23 Materiality And Waiver Of Breach. County and Consultant agree that each requirement, duty, and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. County's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a provision of this Agreement shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this Agreement.

10.24 Compliance With Laws. Consultant shall comply with all federal, state, and local laws, codes, ordinances, rules, and regulations in performing its duties, responsibilities, and obligations related to this Agreement.

10.25 Severability. In the event any part of this Agreement is found to be unenforceable by any court of competent jurisdiction, that part shall be deemed severed from this Agreement and the balance of this Agreement shall remain in full force and effect.

10.26 Priority Of Provisions. If there is a conflict or inconsistency between any term, statement, requirement, or provision of any exhibit attached hereto, any document or events
referred to herein, or any document incorporated into this Agreement by reference and a term, statement, requirement, or provision of this Agreement, the term, statement, requirement, or provision contained in Articles 1 through 10 of this Agreement shall prevail and be given effect.

10.27 Joint Preparation. The parties acknowledge that they have sought and received whatever competent advice and counsel necessary for them to form a full and complete understanding of all rights and obligations herein and that the preparation of this Agreement has been their joint effort. The language agreed to expresses their mutual intent and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than another.

10.28 Payable Interest

10.28.1 Payment of Interest. Unless required by the Broward County Prompt Payment Ordinance, any monies which are the subject of a dispute regarding this Agreement and which are not paid by County when claimed to be due shall not be subject to interest for any reason, whether as prejudgment interest or for any other purpose, and in furtherance thereof Consultant waives, rejects, disclaims and surrenders any and all entitlement it has or may have to receive interest in connection with a dispute or claim based on or related to this Agreement. All requirements inconsistent with this provision are hereby waived by Consultant.

10.28.2 Rate of Interest. In any instance where the prohibition or limitations of the foregoing subsection are determined to be invalid or unenforceable, the annual rate of interest payable by County under this Agreement, whether as prejudgment interest or for any other purpose, shall be .025 percent simple interest (uncompounded).

10.29 Law, Jurisdiction, Venue, Waiver Of Jury Trial. This Agreement shall be interpreted and construed in accordance with and governed by the laws of the state of Florida. The Parties agree that the exclusive venue for any lawsuit arising from, related to, or in connection with this Agreement shall be in the state courts of the Seventeenth Judicial Circuit in and for Broward County, Florida. If any claim arising from, related to, or in connection with this Agreement must be litigated in federal court, the Parties agree that the exclusive venue for any such lawsuit shall be in the United States District Court or United States Bankruptcy Court for the Southern District of Florida. BY ENTERING INTO THIS AGREEMENT, SECOND PARTY AND COUNTY HEREBY EXPRESSLY WAIVE ANY RIGHTS EITHER PARTY MAY HAVE TO A TRIAL BY JURY OF ANY CIVIL LITIGATION RELATED TO THIS AGREEMENT. IF A PARTY FAILS TO WITHDRAW A REQUEST FOR A JURY TRIAL IN A LAWSUIT ARISING OUT OF THIS AGREEMENT AFTER WRITTEN NOTICE BY THE OTHER PARTY OF VIOLATION OF THIS SECTION, THE PARTY MAKING THE REQUEST FOR JURY TRIAL SHALL BE LIABLE FOR THE REASONABLE ATTORNEYS' FEES AND COSTS OF THE OTHER PARTY IN CONTESTING THE REQUEST FOR JURY TRIAL, AND SUCH AMOUNTS SHALL BE AWARDED BY THE COURT IN ADJUDICATING THE MOTION.
10.30 Re-Use Of Project. County may, at its option, re-use (in whole or in part) the resulting end-product or deliverables resulting from Consultant's professional services (including, but not limited to, reports, studies, analyses, surveys, or other documents and services as described herein and in Exhibit A, Scope of Services or a Work Authorization); and Consultant agrees to such re-use in accordance with this provision. If County elects to re-use the services, reports, studies, analyses, surveys, or other documents, in whole or in part, prepared for this Project for other projects on other sites, Consultant will not be liable for any such re-use. The terms and conditions of this Agreement shall remain in force for each re-use project, unless otherwise agreed by the parties in writing.

10.31 Representation Of Authority. Each individual executing this Agreement on behalf of a party hereto hereby represents and warrants that he or she is, on the date he or she signs this Agreement, duly authorized by all necessary and appropriate action to execute this Agreement on behalf of such party and does so with full and legal authority.

10.32 Counterparts and Multiple Originals. This Agreement may be executed in multiple originals, and may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

10.33 Domestic Partnership Requirement. Consultant certifies and represents that it will comply with County's Domestic Partnership Act (Section 1651-157, Broward County Code of Ordinances, as amended) during the entire term of the Agreement. The failure of Consultant to comply shall be a material breach of the Agreement, entitling County to pursue any and all remedies provided under applicable law, including, but not limited to (1) retaining all monies due or to become due Consultant until Consultant complies; (2) termination of the Agreement; and (3) suspension or debarment of Consultant from doing business with County.

[Include Workforce Investment Program if applicable to Solicitation]

10.34 Workforce Investment Program. This Agreement constitutes a "Covered Contract" under the Broward Workforce Investment Program, Broward County Administrative Code Section 19.211 ("Workforce Investment Program"). Consultant affirms it is aware of the requirements of the Workforce Investment Program and agrees to use good faith efforts to meet the First Source Referral Goal and the Qualifying New Hires Goal as set forth therein, including by (a) publicly advertising any vacancies that are the direct result of this Agreement (whether those vacancies are with Consultant or its Subcontractors) exclusively with CareerSource Broward for at least five (5) business days and using good faith efforts to interview any qualified candidates referred under the Workforce Investment Program, and (b) using good faith efforts to hire Qualifying New Hires, as defined by the Workforce Investment Program, for at least fifty percent (50%) of the vacancies that are the direct result of this Agreement. Until at least one year after the conclusion of this Agreement, Consultant shall maintain and make available to County upon request all records documenting Consultant's compliance with the requirements of the Workforce Investment Program, and shall submit the required Workforce Investment Reports to the Contract Administrator annually by January 31.
and within thirty (30) days after the conclusion of this Agreement. Failure to demonstrate good faith efforts to meet the First Source Referral Goal and the Qualifying New Hires Goal shall constitute a material breach of this Agreement.

(THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK.)
This page is intentionally left blank
IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on
the respective dates under each signature: Broward County, Florida through its Board of
County Commissioners, signing by and through its Mayor or Vice-Mayor, authorized to execute
same by Board action on the 23rd day of June, 2015, and Consultant, signing by
and through its representative, duly authorized to execute same.

COUNTY ADMINISTRATOR ATTEST:
County Administrator and Ex-Officio Clerk of
the Board of County Commissioners

Bertha Henry

COUNTY MAYOR or VICE-MAYOR:

Mayor or Vice-Mayor

Date

Tim Ryan

COUNTY RISK MANAGER:
Approved as to surety company, qualification
insurance requirements and insurance
documentation.

Tracy Meyers, Esq.

COUNTY ATTORNEY:
Approved as to form by
Joni Armstrong Coffey
Broward County Attorney
Aviation Office
2200 SW 45th Street, Suite 101
Dania Beach, Florida 33312
Telephone: (954) 359-6100
Telex: (954) 359-1222

Assistant County Attorney
Alexander J. Williams, Jr., Esq.

CONSULTANT:
Kimley-Horn and Associates, Inc.
Name of Consultant
Jill Capelli
Signature
Jill Capelli, Associate
Print Name and Title of Signer

5 Day of May, 2015
and within thirty (30) days after the conclusion of this Agreement. Failure to demonstrate good-faith efforts to meet the First Source Referral Goal and the Qualifying New Hires Goal shall constitute a material breach of this Agreement.

(THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK.)
EXHIBIT A

SCOPE OF SERVICES
AIRPORT PLANNING CONSULTANT SERVICES

There are three task groups that comprise this Scope of Services. Listed under these task groups are services that cover the anticipated professional airport planning consultant needs of the Broward County Aviation Department (BCAD).

A detailed scope for each selected service will be developed upon direction from BCAD. A detailed fee proposal, and work schedule will be produced accordingly.

In addition, consultants may be asked to provide aviation related training, on-call or on-site staff support, or assist BCAD with other more general urban planning issues that may impact the Airport but are not necessarily aviation specific. Therefore, Task Group 3 will cover the general airport planning support, planning studies and issues that encompass the Airport as a whole (airside and landside), and finance and forecasting analysis for BCAD.

Task Group 1: Airside Planning Support Services

Task Group 1 is intended to provide BCAD with planning support relative to the airside facilities and operations at Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO). Included in the list of services below are items that will address existing and expected future conditions associated with the airfields at both airports, including the extension of the South Runway (10R/28L) and associated enabling projects. This includes studies that are principally focused on the runways, the airspace, the taxiway system, ramp areas (interface with the terminal complex), and aircraft holding areas. Additionally, dedicated extension of staff support may be provided as required by BCAD to evaluate and manage work efforts by others.

Services under this category may also be authorized in concert with other category tasks for combined efforts such as; physical and operational planning with financial feasibility analysis, simulation modeling services, and planning initiatives that need to be coordinated with ongoing and proposed airport projects. The Consultant may be asked to provide review services relative to existing analyses provided to BCAD by other consultants.

Airside planning support can entail a range of analyses aimed at meeting Federal, State and County regulatory requirements, and maintaining or improving the service provided to airport tenants and users. Planning studies can be focused on near, mid, or longer term needs. They can include evaluations of existing airport operations, assistance with the definition and evaluation of improvements to facilities and operating procedures, maintenance of operations, evaluation of tenant requests, assistance with requests from within various BCAD/County departments, maintenance, and coordination with Federal Aviation Administration (FAA), Florida Department of Transportation (FDOT), Florida Department of Economic Opportunity (DEO), and other agencies to respond to their requirements.

The scope of services listed below is not intended to be all inclusive of the work which may be performed. This generalized scope has been prepared so that responses will be written using a common base.

- Airside facilities and operations planning and support
• Airside simulations and support
• Airspace planning and support
• Construction phasing planning
• Obstructions analysis including survey
• TERPS and Part 77 Analysis
• Threshold siting analysis
• Analysis of actual flight track data
• Preparation of airspace drawings
• Independent review of FAA airspace determinations
• Assessment of FAA Air Traffic Control procedures including changes to flight tracks, utilizations, new technology applications (e.g., RNAV), Standard Operating Procedure (SOP) changes
• Coordination with staff at the local FAA ATCT and TRACON facilities
• Coordination with stakeholders
• Computer-Aided Design and Drafting (CADD)/Geographic Information System (GIS)
• Land use planning
• Utility infrastructure planning
• Demand forecasting
• LOI application support
• Environmental permitting
• Outreach program
• Airfield signage and marking support
• Taxiway and airfield nomenclature support
• Sustainability initiative analysis and support
• Airside Simulation Modeling Support
• Simulation of Existing Conditions
• Simulation of Alternatives
• General Airside Simulation Modeling Support

Task Group 2: Landside & Facilities Planning Support Services

The landside and facilities planning support task will serve BCAD’s needs relative to ground transportation and land use issues which can include Airport roadways, parking, rental cars, site analysis, public transportation studies, site planning, facilities studies and land use analysis.

Landside planning studies may involve analyzing current circulation issues, ways to manage/reduce congestion on existing roadways, utilization of parking facilities, as well as future needs.

Proposed near-term improvements to the airside and terminal complex may require modifications or improvements (physical or procedural) to the ground transportation system as well as analysis of the current facilities and infrastructure needs of the Airport. Long-term improvements proposed in the Master Plan may also necessitate further analysis of the ground transportation network and facilities/infrastructure requirements. Land use analysis may evaluate the highest and best use of property.

Facilities analysis will identify current and proposed facility needs. With rehabilitation and repair, the extension to the South Runway, and terminal improvements, BCAD will use the listed services to address any planning issues related to US-1, the I-595 and I-95 Corridors, Griffin Road, the FEC railroad, Perimeter Road, access to parking by passengers and employees, and Terminal 4 access issues. Landside studies may also be needed to plan for the transportation of cruise passenger traffic between the Airport and Port Everglades as well as multimodal transportation connectivity. Facilities planning, land use
analysis and site planning and analysis may also be provided to determine the best use of land and determination of facility improvements.

Services may consist of providing support in the planning and implementation of landside improvements including ground transportation analyses, airport roads, curb optimization and analysis, parking, land use evaluation, rental car facilities and ground transportation centers.

Public, airport vehicle, and service access may be evaluated as a part of this effort. Physical, operational and financial aspects of the various issues will be addresses as requested. Services may include short-term and long-term development programs. Planning initiatives will be coordinated with ongoing and proposed airport projects.

Critical issues identified during the last Master Plan Update effort include near term evaluation of curb utilization, both in terms of physical layout and use, and in terms of airport policies regarding private vehicle use, commercial vehicle use, access to parking, and taxi/limo pools and queuing. Also, parking for employees, public, and staging of various support and courtesy vehicles require near-term analysis and long-term phasing of use to accommodate progress on various anticipated projects.

Additionally, services may include analysis and coordination with the adjacent transportation network of roadways, bike paths, waterways, and public transportation that may include future passenger rail service.

This task also provides BCAD with planning support related to the passenger terminal complex at FLL. The components of the terminal complex include the terminal buildings and their internal functional components such as ticketing, security, baggage handling, hold rooms, concessions, etc.; the aircraft gates and how they interface with the airside system; and the terminals interface with the ground transportation system including curb frontage, parking and other connections to ground transportation. Terminal planning studies at FLL can include the development and evaluation of conceptual plans for existing and future terminal space, development of tenant/terminal design guidelines, analysis of passenger flows through the various functional areas, passenger level of service evaluations, development of future space requirements to support various functions, airline space optimization analysis, gate utilization analysis and maintenance of operations. These and other related issues may need to be analyzed in coordination of the ongoing Terminal 4 redevelopment and expansion, the proposed renovation/upgrade of Terminals 1-3, and other proposed master plan improvements. FLL will also need assistance with ad-hoc analyses that arise as a result of requests from airlines, Transportation Security Administration (TSA) or other terminal tenants regarding existing or future space needs.

Services may consist of providing support in the planning and implementation of terminal complex analyses, renovations, and development. Services are anticipated to include short, mid, and long-term development programs on single and/or multiple terminals. Functional areas of analysis may include ticketing, security, holdroom, baggage system, baggage claim, passenger support facilities, airline operations, airport operations, and concessions operations and configuration. Curb side configuration/utilization as well as apron analysis and gate utilization issues may also be addressed as a part of these services.

Planning initiatives will be coordinated with ongoing and proposed airport projects. The current Master Plan identifies a near/mid-term scenario which will require continued analysis of the existing terminals to maximize the life of these facilities to defer major capital expenses relative to terminal development. Related airside and landside development will be addressed in the evaluation, as well as gate utilization, terminal connectivity, international use, and coordination with current ongoing initiatives such as the in-line baggage system development. New technologies, including common use systems, will be integral to the evaluations undertaken in these analyses. Services provided in this Task Group include more specific
The goal of the terminal project definition analysis is to provide the design and development direction necessary to proceed with final design and coordination throughout development stages.

The scope of services listed below is not intended to be all inclusive of the work to be performed. This generalized scope has been prepared so that responses will be written using a common base.

- Terminal optimization analysis and planning
- Cruise Ship Check-in Operational Analysis and planning
- Gate Utilization Study
- Terminal facilities requirements, including detailed facility space programs and space numbering
- Advanced planning
- Facility concept analysis
- Conceptual terminal and concourse site plans
- Terminal envelope interface with airside and landside facilities
- Preferred concepts evaluation
- Coordination with the airlines
- Ticketing, security and baggage handling requirements
- Gate and hold room layout
- Gate, apron, and ramp layout including passenger boarding bridge requirements
- Conceptual design of floor plans for terminal facilities
- Interior layout, configuration, and passenger flow analyses
- Special terminal security and concessions analyses
- Federal Inspection Services (FIS) requirements, including U.S. Customs and Immigration services
- Concessions planning
- Computer simulations of terminal passenger flows
- Computer modeling of aircraft parking
- Computer simulation of aircraft movements on the apron and taxi lanes
- CADD support
- Gate requirements modeling
- Gate surface marking evaluation and support
- Fuel hydrant placement evaluation and support
- Loading bridge analyses
- Jet blast analyses
- Terminal Program Development
- Terminal Project Definition
- Terminal Design Guidelines
- Tenant/Concession Design Guidelines
- Green/LEED building analysis and support
- Sustainability initiative analysis and support
- Airport access, circulation and frontage roadway planning
- Airport parking strategies
- Automated people-mover needs assessment and demand forecasting
- Busing analysis
- Commercial vehicle policy and procedures
- Commercial vehicle service contracting
- Customer surveys
- Dwell-time analysis
- Ground Transportation Comprehensive Analysis
- Multi-modal transportation facility planning, inter-agency coordination and support
- Rental car facility analysis and planning
• Roadway facility simulation and planning
• Signage, marking, wayfinding, and signalization studies
• Site development studies, including but not limited to Cargo, General Aviation, Administrative Offices, On-airport/Off-Airport and similar type of site plan and site specific studies.
• Site Development/Land Development design guidelines
• Space allocation of terminal curb fronts
• Traffic data collection
• Traffic demand forecasting and demand management planning
• Traffic noise studies
• Transportation project financing
• Transportation systems management planning
• Alignment studies
• Contingency/backup planning including busing analysis
• Environmental benefits assessment (i.e., emissions reductions, surface transportation/congestion reductions, ground noise reductions)
• Financial planning including PFC and multi-modal facility financing
• Hotel siting analysis
• Related support facilities analysis

Task Group 3: General Airport Planning Services

Through these tasks the Consultant will provide assistance to BCAD with general planning support and master plan implementation services not already covered in other tasks, on-call/on-site staff support, finance and forecast analysis services, sustainability initiatives support, and potential for aviation related staff training. The scope of services listed below is not intended to be all inclusive of the work to be performed. This generalized scope has been prepared so that responses will be written using a common base.

Services may include, but are not limited to:
• General site planning support
• Environmental planning support
• Development of Noise Contours
• Cargo and land use planning support
• General aviation planning support
• On-Call and On-Site staff support
• Security Master Planning
• CADD/GIS support
• Stakeholder coordination support
• Strategic Assistance Supporting Airline Approvals
• Support with integration of planning studies
• Third party review
• Assistance with integration of BCAD planning with Broward County planning studies, programs or initiatives
• Program or Project management support with plan implementation
• Assistance in software development and application
• Planning and development analysis and forecasts
• Airfield and airspace issues
• Passenger terminal development
• Parking, ground transportation and airport access roadways
• Preparation and interpretation of industry survey responses
• Environmental plans, including noise and environmental reviews and assessments
  • Specialized noise compatibility and alternatives analysis
  • Terminal project definition services
  • Landside project definition services
  • Conceptual designs and criteria development
  • Outreach program
  • Master signing plan
  • Early Master Plan Implementation planning projects
  • Concessions space planning and analysis
  • Curb frontage and access analysis
  • Design guidelines and standards
  • Level of service evaluations
  • Inter-agency coordination and compliance
  • Environmental permitting and compliance
  • Utility index, inventory and planning
  • Environmental Analysis, including NEPA and due diligence
  • Electronic ALP update
  • Land Use and environmental planning and compliance, including noise
  • Analysis and planning for:
    • Airport access roads
    • Parking and ground transportation demand, efficiency and operations
    • Terminal and facilities development
    • Land use planning

• Staff specialized training and support
• Zoning analysis
• Property acquisition analysis
• Utility impacts/needs
• Permitting
• Facility relocation/site planning
• Specialized staff training
• Comparable facility analysis
• Property Utilization Study (Highest and Best Use)
• Sustainability Initiative analysis and support
• Finance and Forecast Analysis and support
• Market assessments or studies including but not limited to Cargo, General Aviation, or International Traffic
• Aviation demand forecast analysis
• Gate utilization, analysis and forecast
• Revenue enhancement analysis
• Financial planning model support
• Airline use and lease agreement planning assistance
• Cost center planning and analysis
• Financial Planning Traffic Forecast
• Capital Improvement Program (CIP) definition and decision support
• Guidance on renewal and replacement reserves and funding levels
• Capital project funding, including cash flow planning and funding source analysis
• Analysis of rates and charges and ratemaking methodologies
• Debt capacity and debt structure analysis
• Bond Issue support including but not limited to ASR Bond issues
• Review and interpretation of financial, legal and contractual documents
• Preparation of benefit-cost analysis based on FAA's BCA guidance
• Simulation modeling and other benefit assessments
• Cost estimating
• Federal grant assistance and strategy planning, including coordination with the FAA preparation of the Airport Capital Improvement Program (ACIP), for AIP Entitlement, Noise Discretionary, capacity discretionary and LOI grants
• TSA grant assistance for security infrastructure improvements
• State of Florida Department of Transportation (FDOT) grant assistance, including preparation of the Joint Airport Capital Improvement Program (JACIP)
• PFC application support
• PFC Noise Mitigation Bank strategy
• Financial feasibility analysis (for both debt issuance and policy decision support)
• Letter of Intent (LOI) applications
• Operating and maintenance (O&M) expense analysis
• "Life-cycle cost" analyses of planned facilities and renewal and replacement of existing assets
• Grant writing
• Airline approval support
• Budget preparation and rate-setting
• Economic impact study or analysis
• Assistance with Noise Mitigation and related issues
• Organization, management, and compensation studies, including salary surveys
• Rental car business planning, including services related to development and implementation of a rental car concession business plan
• Services related to development and implementation of a rental car operating and facility use plan
• Rental Car financial analysis
• Concessions financial analysis and lease/bid preparation
• Surveys of financial and business practices, revenues, expenses, debt, rates, and other matters
• Development of airline gate allocation assignment protocols
• Parking rate evaluations and surveys
• Assessment of new information technology tools and software
• Assistance in evaluating and enhancing customer service levels
• Temporarily assistance filling vacant staff positions
• Other matters affecting airport-airline business relations
• Other issues affecting long-term financial plans for airport development
• Other business or financial planning issues
## EXHIBIT B
### SALARY COSTS

Project No: RFP# R1277902P1
Project Title: Airport Planning Consulting Services
Consultant/Subconsultant Name: Kimley-Horn and Associates, Inc.

**FILL IN POSITIONS AS APPLICABLE**

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$99.04</td>
<td>3.00</td>
<td>$297.12</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$89.42</td>
<td>3.00</td>
<td>$268.26</td>
</tr>
<tr>
<td>Chief Professional</td>
<td>$83.66</td>
<td>3.00</td>
<td>$250.98</td>
</tr>
<tr>
<td>Senior Project Professional</td>
<td>$77.42</td>
<td>3.00</td>
<td>$232.26</td>
</tr>
<tr>
<td>Professional</td>
<td>$63.46</td>
<td>3.00</td>
<td>$190.38</td>
</tr>
<tr>
<td>Planner</td>
<td>$55.30</td>
<td>3.00</td>
<td>$165.90</td>
</tr>
<tr>
<td>GIS Specialist</td>
<td>$40.64</td>
<td>3.00</td>
<td>$121.92</td>
</tr>
<tr>
<td>Junior Professional</td>
<td>$36.30</td>
<td>3.00</td>
<td>$108.90</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>$28.14</td>
<td>3.00</td>
<td>$84.42</td>
</tr>
</tbody>
</table>

Multiplier of 3.00 is calculated as follows:

OVERHEAD = HOURLY RATE X OVERHEAD (148.08)%
FRINGE = HOURLY RATE X FRINGE (38.02) %
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

3.00
EXHIBIT B

SALARY COSTS

Project No: RFP# R1277902P1
Project Title: Airport Planning Consulting Services
Consultant/Subconsultant Name: JacobsenDaniels Associates, LLC

FILL IN POSITIONS AS APPLICABLE

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Partner</td>
<td>$115.00</td>
<td>3.00</td>
<td>=</td>
<td>$345.00</td>
</tr>
<tr>
<td>Vice President</td>
<td>$86.53</td>
<td>3.00</td>
<td>=</td>
<td>$259.59</td>
</tr>
<tr>
<td>Director</td>
<td>$62.50</td>
<td>3.00</td>
<td>=</td>
<td>$187.50</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$57.69</td>
<td>3.00</td>
<td>=</td>
<td>$173.07</td>
</tr>
<tr>
<td>Senior Consultant</td>
<td>$48.07</td>
<td>3.00</td>
<td>=</td>
<td>$144.21</td>
</tr>
<tr>
<td>Consultant</td>
<td>$38.46</td>
<td>3.00</td>
<td>=</td>
<td>$115.38</td>
</tr>
<tr>
<td>Analyst</td>
<td>$29.81</td>
<td>3.00</td>
<td>=</td>
<td>$89.43</td>
</tr>
<tr>
<td>Project Assistant</td>
<td>$20.19</td>
<td>3.00</td>
<td>=</td>
<td>$60.57</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>$26.23</td>
<td>3.00</td>
<td>=</td>
<td>$78.69</td>
</tr>
</tbody>
</table>

Multiplier of 3.00 is calculated as follows:
OVERHEAD = HOURLY RATE X OVERHEAD (121.70)%
FRINGE = HOURLY RATE X FRINGE (64.00) %
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

3.00
EXHIBIT B
SALARY COSTS

Project No: RFP# R1277902P1
Project Title: Airport Planning Consulting Services
Consultant/Subconsultant Name: Garth Solutions, Inc.

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Outreach Manager</td>
<td>$60.00</td>
<td>3.00</td>
<td>$180.00</td>
</tr>
<tr>
<td>Public Outreach Coordinator</td>
<td>$40.00</td>
<td>3.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Public Outreach Graphic</td>
<td>$40.00</td>
<td>3.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Designer</td>
<td>$25.00</td>
<td>3.00</td>
<td>$75.00</td>
</tr>
</tbody>
</table>

Multiplier of 3.00 is calculated as follows:
OVERHEAD = HOURLY RATE X OVERHEAD (143.00)%
FRINGE = HOURLY RATE X FRINGE (42.76)%
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%
MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

3.00
**EXHIBIT B**  
**SALARY COSTS**

Project No: RFP# R1277902P1  
Project Title: Airport Planning Consulting Services  
Consultant/Subconsultant Name: Mead & Hunt

---

**FILL IN POSITIONS AS APPLICABLE**

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$87.40</td>
<td>3.00</td>
<td></td>
<td>$262.20</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$77.28</td>
<td>3.00</td>
<td></td>
<td>$231.84</td>
</tr>
<tr>
<td>Senior Associate / Client Manager</td>
<td>$86.80</td>
<td>3.00</td>
<td></td>
<td>$260.40</td>
</tr>
<tr>
<td>Senior Project Engineer</td>
<td>$62.23</td>
<td>3.00</td>
<td></td>
<td>$186.69</td>
</tr>
<tr>
<td>Engineer III</td>
<td>$37.16</td>
<td>3.00</td>
<td></td>
<td>$111.48</td>
</tr>
<tr>
<td>Senior Associate</td>
<td>$65.01</td>
<td>3.00</td>
<td></td>
<td>$195.03</td>
</tr>
<tr>
<td>Secretary</td>
<td>$0.00</td>
<td>3.00</td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Administrative Assistant / Technical Editor</td>
<td>$28.19</td>
<td>3.00</td>
<td></td>
<td>$84.57</td>
</tr>
<tr>
<td>Senior Engineer</td>
<td>$0.00</td>
<td>3.00</td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Planner</td>
<td>$55.07</td>
<td>3.00</td>
<td></td>
<td>$165.21</td>
</tr>
<tr>
<td>Senior Scientist / GIS</td>
<td>$39.29</td>
<td>3.00</td>
<td></td>
<td>$117.87</td>
</tr>
</tbody>
</table>

Multiplier of 3.00 is calculated as follows:  
OVERHEAD = HOURLY RATE X OVERHEAD (104.29)%  
FRINGE = HOURLY RATE X FRINGE (81.42) %  
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%  

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE  

3.00
### EXHIBIT B
### SALARY COSTS

Project No: RFP# R1277902P1

Project Title: Airport Planning Consulting Services

Consultant/Subconsultant Name: Nova Consulting, Inc.

#### FILL IN POSITIONS AS APPLICABLE

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$96.15</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$280.76</td>
</tr>
<tr>
<td>Chief Professional Engineer</td>
<td>$68.65</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$200.46</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$67.31</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$196.55</td>
</tr>
<tr>
<td>Senior Professional Engineer</td>
<td>$45.67</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$133.36</td>
</tr>
<tr>
<td>Project Engineer</td>
<td>$36.06</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$105.30</td>
</tr>
<tr>
<td>Junior Engineer</td>
<td>$28.22</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$82.40</td>
</tr>
<tr>
<td>Senior Project Scientist</td>
<td>$38.46</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$112.30</td>
</tr>
<tr>
<td>Project Scientist</td>
<td>$25.96</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$75.80</td>
</tr>
<tr>
<td>Technician</td>
<td>$21.63</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$63.16</td>
</tr>
<tr>
<td>Senior GIS / CAD Specialist</td>
<td>$35.34</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$103.19</td>
</tr>
<tr>
<td>GIS / CAD Specialist</td>
<td>$22.84</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$66.69</td>
</tr>
<tr>
<td>Clerical / Administration</td>
<td>$28.00</td>
<td>2.92</td>
<td>(2.92)</td>
<td>$81.76</td>
</tr>
</tbody>
</table>

Multiplier of 2.92 is calculated as follows:

- OVERHEAD = HOURLY RATE x OVERHEAD (144.68)%
- FRINGE = HOURLY RATE x FRINGE (33.30)%
- PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) x PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

2.92
**EXHIBIT B**  
**SALARY COSTS**

Project No: RFP# R1277902P1  
Project Title: Airport Planning Consulting Services  
Consultant/Subconsultant Name: Planning Technology, Inc.

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$60.68</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$133.80</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$54.81</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$120.86</td>
</tr>
<tr>
<td>Sr. Specialist/Programmer</td>
<td>$48.04</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$105.93</td>
</tr>
<tr>
<td>Specialist/Programmer</td>
<td>$41.31</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$91.09</td>
</tr>
<tr>
<td>Graphic Artist/Computer Designer</td>
<td>$27.41</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$60.44</td>
</tr>
<tr>
<td>Draftsman/Technician</td>
<td>$13.90</td>
<td>2.21</td>
<td>(2.21)</td>
<td>$30.65</td>
</tr>
</tbody>
</table>

Multiplier of 2.21 is calculated as follows:

\[
\text{OVERHEAD} = \text{HOURLY RATE} \times \text{OVERHEAD (110.00)%} \\
\text{FRINGE} = \text{HOURLY RATE} \times \text{FRINGE (0.00) %} \\
\text{PROFIT} = (\text{HOURLY RATE} + \text{OVERHEAD} + \text{FRINGE}) \times \text{PROFIT (5.0)\%} \\
\text{MULTIPLIER} = \frac{(\text{HOURLY RATE} + \text{OVERHEAD} + \text{FRINGE} + \text{PROFIT})}{\text{HOURLY RATE}} = 2.21
\]
EXHIBIT B
SALARY COSTS

Project No: RFP# R1277902P1
Project Title: Airport Planning Consulting Services
Consultant/Subconsultant Name: TransSolutions, LLC

FILL IN POSITIONS AS APPLICABLE

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Principal</td>
<td>$82.50</td>
<td>2.64</td>
<td>$217.80</td>
</tr>
<tr>
<td>Vice President</td>
<td>$76.58</td>
<td>2.64</td>
<td>$202.17</td>
</tr>
<tr>
<td>Director</td>
<td>$56.43</td>
<td>2.64</td>
<td>$148.98</td>
</tr>
<tr>
<td>Managing Associate</td>
<td>$52.52</td>
<td>2.64</td>
<td>$138.65</td>
</tr>
<tr>
<td>Senior Associate</td>
<td>$42.31</td>
<td>2.64</td>
<td>$111.70</td>
</tr>
<tr>
<td>Associate</td>
<td>$33.17</td>
<td>2.64</td>
<td>$ 87.57</td>
</tr>
<tr>
<td>Analyst</td>
<td>$27.88</td>
<td>2.64</td>
<td>$ 73.60</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>$26.00</td>
<td>2.64</td>
<td>$ 68.64</td>
</tr>
<tr>
<td>Intern</td>
<td>$17.50</td>
<td>2.64</td>
<td>$ 46.20</td>
</tr>
</tbody>
</table>

Multiplier of 2.64 is calculated as follows:
OVERHEAD = HOURLY RATE X OVERHEAD (97.59)%
FRINGE = HOURLY RATE X FRINGE (53.40)%
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

2.64
EXHIBIT B
SALARY COSTS

Project No: RFP# R1277902P1
Project Title: Airport Planning Consulting Services
Consultant/Subconsultant Name: Unison Consulting, Inc.

FILL IN POSITIONS AS APPLICABLE

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$106.13</td>
<td></td>
<td>2.21</td>
<td>$234.55</td>
</tr>
<tr>
<td>Senior Director</td>
<td>$67.53</td>
<td></td>
<td>2.21</td>
<td>$149.24</td>
</tr>
</tbody>
</table>

Multiplier of 2.21 is calculated as follows:
OVERHEAD = HOURLY RATE X OVERHEAD (110.00)%
FRINGE = HOURLY RATE X FRINGE (0.00) %
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

2.21
EXHIBIT B
SALARY COSTS

Project No: RFP# R1277902P1

Project Title: Airport Planning Consulting Services

Consultant/Subconsultant Name: XIP Consulting, LLC

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MAXIMUM HOURLY RATE ($/HR)</th>
<th>X</th>
<th>MULTIPLIER</th>
<th>MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$88.73</td>
<td></td>
<td>2.21</td>
<td>$196.09</td>
</tr>
</tbody>
</table>

Multiplier of 2.21 is calculated as follows:

OVERHEAD = HOURLY RATE X OVERHEAD (110.00)%
FRINGE = HOURLY RATE X FRINGE (0.00)%
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (5.0)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

2.21
## AMENDED EXHIBIT B
### SALARY COSTS

Project No: 
Project Title: 
Consultant/Subconsultant Name: 

<table>
<thead>
<tr>
<th>TITLE</th>
<th>ORIGINAL MAXIMUM HOURLY RATE ($/HR)</th>
<th>AMENDED MAXIMUM RAW SALARY (X% Increase) ($/HR)</th>
<th>MULTIPLIER = (X.XX)</th>
<th>AMENDED MAXIMUM BILLING RATE ($/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Job Captain</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Senior Technician</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Junior Technician</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Drafter</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Secretary</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Clerk</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
<tr>
<td>Senior Engineer</td>
<td>$0.00</td>
<td>$0.00</td>
<td>(X.XX)</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Multiplier of X.XX is calculated as follows:

OVERHEAD = HOURLY RATE X OVERHEAD (X.XX)%
FRINGE = HOURLY RATE X FRINGE (X.XX)%
PROFIT = (HOURLY RATE + OVERHEAD + FRINGE) X PROFIT (X.XX)%

MULTIPLIER = (HOURLY RATE + OVERHEAD + FRINGE + PROFIT) / HOURLY RATE

Consultant County

Name/Title: ___________________________ Contract Administrator: ___________________________

Date: ___________________________ Date: ___________________________
<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>Carlos Maeda</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Dave Rickerson</td>
</tr>
<tr>
<td>Chief Professional</td>
<td>Andy Bell</td>
</tr>
<tr>
<td>Senior Project Professional</td>
<td>Jill Capelli</td>
</tr>
<tr>
<td>Professional</td>
<td>Kevin Clarke</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
Andy Bell
Quality Assurance/Quality Control/ Terminal Planning/Airport Land Development

Professional Credentials
- Bachelor of Science, Civil Engineering University of Kansas, 1972
- Johnson County Community College, Commercial Pilot’s License, 1976
- University of Missouri, Kansas City, Graduate Studies in Public Administration

Professional Organizations
- American Association of Airport Executives (AAAE)
- Transportation Research Board (TRB)
- American Society of Civil Engineers (ASCE)

Special Qualifications
- Established and directed on-call planning teams as the airport owner for Hartsfield Atlanta International Airport and Dallas/Ft. Worth International Airport to facilitate master plan updates, terminal facility plans, roadway and parking expansion, cargo development strategies, air-rail connections, airfield improvements, innovative passenger processing strategies (customs/immigration and security checkpoints) and airport support facilities.
- Over 42 years’ experience in all aspects of airport planning, environmental NEPA processes, airside/landside design and implementation of major airport infrastructure programs.

Andy Bell recently joined Kimley-Horn. He is adept at leading and managing complex aviation/airport programs involving multiple stakeholders and interest groups with conflicting agendas. His 42 years of aviation/airport experience in the private and public sector gives him a unique insight to identify feasible solutions and expedite timely decisions making for any planning issue that may arise at FLL.

Relevant Experience
Dallas/Fort Worth International Airport (DFW), Vice President of Planning — Oversaw the strategic and facility planning for DFW’s airfield, Central Terminal Area, roadways and parking facilities, air-rail connections, cargo development and signage/wayfinding programs. Was responsible for creating the vision and on-going refinement of the Airport Development Plan for the 4th busiest airport (operations) in the world. Accomplishments during his tenure include completion of the new Airport Development Plan (VFR 2030), which defined over $3B in necessary terminal, roadway, rail, parking and airfield improvements for the 2009-2030 timeframe at DFW. A variety of ground transportation programs also reached successful conclusions including the accommodation of DART Light Rail service to the terminals and the opening of the $1B TxDOT DFW Connector project which provided access on the northside of DFW. Significant stakeholder collaboration with internal teams and external agencies was facilitated by the Planning Department under his leadership to ensure ultimate success of these major transportation projects. (March 2007-December 2014)

Aviation Services at KBR, Inc., Managing Director — Provided oversight for the planning/programming and design of the end-around (perimeter) taxiway complex at Dallas/Ft. Worth International Airport. This industry-leading concept was planned and designed to facilitate safety and capacity benefits by greatly reducing runway crossings for aircraft accessing the airside and Central Terminal Area. (June 2005-February 2007)

Aviation Program Management Consultant, Andrew Bell & Associates — Served as managing executive from 2001-2005 for the successful implementation of the $900M SkyLink automated people mover system connecting the secure side of all DFW terminals. This was the largest automated airport people mover system in the world and received over 20 regional/national awards for excellence in design and construction. Also served as extension to SEATAC airport staff from 1999-2001 in the planning and programming for $5B of future capital improvements. (July 1999-May 2005)

Deputy General Manager, Planning & Development at City of Atlanta/Department of Aviation — Served as deputy general manager responsible for the planning, design, environmental, noise mitigation and construction programs at the world’s busiest airport. Successful completion of over $2B in airport development programs including design and construction of terminal, parking, and airfield improvements to support the 1996 Summer Olympics in Atlanta. Responsible for the development of a new master plan, “Hartsfield 2000 and Beyond — Ceiling and Visibility Unlimited.” The master plan defined and received airline approvals for a $5.4B first phase program through extensive stakeholder collaboration which launched the implementation of a new international terminal, a fifth runway, a consolidated rental car facility and a variety of other capacity projects. (May 1994-June 1999)
President, Hawksley-Bell Associates, Inc. — Consulting engineer in private practice. Lead firm in the development of the Olympic Aviation System Plan in support of the 1996 Summer Olympics in Atlanta which required extensive coordination with the Atlanta Regional Commission, Atlanta Committee for the Olympic Games, FAA, DOT, regional airports, law enforcement agencies and other stakeholders. Principal consultant for the preparation, coordination and ultimate approval for a highly controversial Environmental Assessment related to a 5th parallel runway at Hartsfield Atlanta International Airport. Developed comprehensive simulations and modelling tools for airspace and airfield activity to facilitate decision making on a variety of airfield development alternatives at the Atlanta and Cincinnati International airports using SIMMOD. Principal consultant in the site selection studies for a second air carrier airport to serve the Atlanta region. (November 1988-May 1994)

Director, Airport Planning/Engineering, HNTB — Project manager/planner for the preparation of over 50 master plans, system plans, and environmental documents at a variety of airports including: Hartsfield Atlanta International, Raleigh-Durham, Knoxville, Chattanooga, Piedmont Triad, Birmingham, Peachtree-DeKalb, Fulton County-Brown Field, Douglas County (new) and Donaldson Industrial Air Park. Principal author of a $400M FAR Part 150 Noise Compatibility program for the Atlanta Airport which included sound proofing/easements, purchase/transaction assistance, and private sector development initiatives. Project Director for a highly successful environmental process which resulted in FAA approvals for a new 9,000-ft. air carrier runway and major extensions to an existing runway at the Atlanta Airport. (February 1980-October 1988)
Jill Capelli, P.E.
Deputy Project Manager

Professional Credentials
- Master of Science, Civil Engineering, University of Kentucky, 1999
- Bachelor of Science, Civil Engineering, U.S. Coast Guard Academy, 1998
- Professional Engineer in Florida

Professional Organizations
- South Florida Women's Transportation Seminar (WTS) Past Secretary
- Florida Airports Council
- Airports Council International

Special Qualifications
- Has 15 years of experience in transportation modeling/planning
- Project management experience with the planning, design, and deployment of communications networks and their subsystems that comprise computerized traffic control and security management systems

Jill Capelli, P.E. has 15 years of experience with a specialty focus on airport landside modeling and port of entry security systems. She has applied her computer modeling experience to assessments for “hot spot” analyses of the security checkpoints and baggage claim areas at airports and seaports nationwide. Key projects include security system communications design and integration and a waterfront surveillance needs assessment for the Port of Miami, simulation and analysis of passenger capacity at security screen locations at Miami International Airport, and pedestrian, transit, and vehicle modeling of the Miami Intermodal Center; Chicago O’Hare international airport and at Los Angeles International Airport as part of the LAX Master Plan.

Relevant Experience
- Airport Operations Control Center (AOCC) Concept of Operations (CONOPS), Fort Lauderdale-Hollywood International Airport, Fort Lauderdale — Project manager. Kimley-Horn provided a planning level effort to develop a Concept of Operations document for the modification of the existing AOCC. The intent of this project was to identify and document the short- and long-term operations and the supporting requirements for the AOCC, including opinions of probable cost. The program definition and requirements for the AOCC were summarized in the Concept of Operations Document. The tasks included facilities reviews, a series of stakeholder workshops, technology research, definition of requirements, and documentation.

- Broward County Advanced Traffic Management System (ATMS) Communications Design, Broward County — Project engineer. This project involved the development of plans, specifications, and estimates for the construction of a countywide fiber optic mesh topology Ethernet/IP communications deployment. Involved in the second phase of the project that included design of signal connections, DMS, cameras, and other control devices. The project also included the development of a System Engineering Management Plan.

- Transportation System Management and Operations (TSM&O), FDOT District Four Serves as deputy project manager. Kimley-Horn serves as the ITS subconsultant on the team recently selected as the District’s TSM&O consultant. TSM&O is a performance driven approach for solving congestion and traffic problems in which Intelligent Transportation Systems (ITS), signal system control, and other management and operational strategies are used to locate and correct causes of congestion in real-time. The objective of the TSM&O program is to improve the efficiency of the existing transportation network through performance monitoring, active arterial management, integrating freeway management with arterial management; and incident management on both arterials and freeways.

- Downtown Development Authority (DDA) of Fort Lauderdale ITS Consultant Services, Fort Lauderdale — Project manager. Kimley-Horn developed the procurement package for a downtown information system that consists of a smart phone application, website, and informational kiosks in downtown Fort Lauderdale. As part of this project, Kimley-Horn conducted research on similar technologies and their deployments nationwide. Kimley-Horn also finalized procurement documents consisting of a design criteria package for vendor teams.

- Chicago O’Hare International Airport Modernization Program, Chicago, IL — As primary ALPS-modeler, built and calibrated the baseline model. Specific tasks completed included
the analysis of the existing condition flight schedule, the analysis of survey data for use in the model, documentation of model input from the Surface Transportation Survey, definition of travel classification characteristics and transit characteristics and definition and routing of travel modes along the on-airport roadway network. The ALPS model was combined with other models to represent the entire on- and off-airport study area.

Phoenix Sky Harbor International Landside Modeling and Transportation Analysis, Phoenix, AZ — Performed the ground transportation analysis of the existing and planned curbsfronts at the Phoenix/Sky Harbor Airport. More than 20 alternative curbsfront operations were analyzed with up to three forecast years as part of the curbsfront analysis. Planned curbsfront alternatives included security control plazas, ground transportation center alternatives, and alternative roadway configurations. Additional detailed analyses were also completed for the Rental Car Center at Phoenix/Sky Harbor Airport. These analyses included a detailed simulation model of the RCC operations to identify and mitigate potential congestion issues associated specifically with the RCC.

William P. Hobby Airport Master Plan, Houston, TX — Primary task was charrette participation to develop the Master Plan alternatives. Specifically developed three alternatives for airport access analyzed through the Master Plan process. After defining the alternatives, developed SYNCHRO models to represent the alternative roadway configurations for airport access. Using the SYNCHRO models, evaluated the traffic operations of each alternative and recommended a preferred alternative with its corresponding geometry and signal timing.

DFW International Airport Master Thoroughfare Plan and ALPS Modeling, Dallas/Fort Worth, TX — Developed the flight schedule by combining airline provided data with schedule activity defined in the OAG. Once a comprehensive database was compiled, linked the arriving flights to the departing flights so that the correct activity levels were simulated within the model. After the flight schedule was complete, developed a summary memorandum describing the methodology for flight schedule creation.

Tampa International Airport Master Plan Update — Responsible for the on-airport surface transportation analysis and forecasts. Conducted/coordinated the on-airport traffic data collection consisting of multiple traffic counts, curbsfront classification counts, and dwell time surveys. This airport-specific information was then used to complete and calibrate the Transportation Demand Forecasts including ground vehicle movements and flow data. The analysis was completed using a simulation model that replicated the existing (2004) and future on-airport roadways and curbsides. These simulations also extended to the adjacent off-airport transportation system and were used to analyze the intersection operations and plan for future growth.

Miami International Airport (MIA) Security Checkpoint Simulation Manager — Served as project manager. Simulated and analyzed the passenger capacity at the four security screening locations of MIA, South Terminal. Evaluated the existing pedestrian demand to capacity and proposed staffing plans based on the existing activity levels.

Port Miami Security and Communications, Miami-Dade County — Served as project manager for design and implementation of numerous security and communications projects at Port Miami. Kimley-Horn completed access control design and communications design for seven cruise terminals. The designed systems include biometric card readers, proximity card readers, IP video cameras, network room design, communications design and the support communications to provide the complete access control system.

Newark International Airport Terminal A Expansion, Newark, NJ — Served as project engineer for an evaluation of the preferred new terminal concept using ALPS, a pedestrian (passenger, employee, visitor) simulation model owned and developed by Kimley-Horn. The resulting analysis resulted in an improved terminal configuration, substantially improving the distribution of passenger and visitor flows and the level of service in all areas of the new terminal. Helped develop conceptual plans for the airport apron adjacent to the new passenger terminal, the conceptual design of 11 bridges of the new terminal access road and the new ITS that guides vehicles to the new terminal and a new parking structure.

Eppeley Airfield Terminal Area and Airport Master Plan, Omaha, NE — Served as lead landside planner. Performed landside planning services for the terminal area and airport master plan update. This effort includes surface transportation traffic forecasting and analysis of on-airport and off-airport roadways and intersections, airport parking facilities, and the terminal curbsfront. Nearly 20 different terminal, access roadway configuration, and parking facility alternatives were evaluated.

Statewide Automated Vehicle Initiative, FDOT Central Office — Project engineer for this initiative to plan for the early implementation of autonomous and connected vehicles on Florida’s public roadways. Kimley-Horn is helping Florida become a national leader in preparing for how these emerging technologies will operate and integrate into existing transportation systems. Assisting the Department with organizing stakeholder Working Groups in relation to the development of pilot projects.
Kevin helps his clients define and achieve their vision. With more than 16 years of airport and transportation planning experience in both the public and private sectors, Kevin is responsible for managing projects, protecting the clients' best interests, and orchestrating multi-disciplined consultant teams. He divides his time between performing technical analyses, providing responsive client care, and shepherding projects through the maze of interagency regulatory and funding programs. While his passion is aviation, he also has experience planning facilities surrounding airport environs including transportation corridors and campus developments. Having worked within multiple regions of the FAA, Kevin has a solid working knowledge of the processes and design criteria mandated by the FAA and various state agencies — including Florida.

Relevant Experience

Akron-Canton Airport (CAK) Master Plan Update, Part 150 Update, Sustainable Management Plan — Deputy project manager/lead technical planner. Starting with a comprehensive master plan, these three strategic planning studies were performed concurrently. This allowed each project to capitalize on each other’s advisory committee and public outreach efforts. Primary master plan issues included an AGIS aerial survey, terminal space configuration to accommodate record setting passenger growth, automobile parking facility expansion, commercial on-airport land use planning, airspace protection and maintaining a low operating cost-per-enplaned-passenger. The Part 150 effort built upon the approved forecasts from the master plan and while there were no “regulatory” noise impacts, significant attention was paid to the “perceived” noise impact within the surrounding community. These two project resulted in the development of a multi-jurisdictional overlay zone surrounding the airport. The sustainability plan included an Energy Efficiency Assessment of numerous airport owned buildings, a Greenhouse Gas Inventory, and identifying target goals and implementable actions across numerous environmental stewardship and community advancement topics. Project also included establishing an administrative structure that promotes a culture of sustainability in the Authority’s daily operations and decision making processes.

Huntington Tri-State Airport (HTS) On Call Planning Services — Project manager/lead technical planner. This non-hub commercial service airport in West Virginia faces many challenges in meeting the needs of the traveling public — constrained site, aging facilities, available funding, soft regional economy, and airline consolidation. Over a five year contract period, numerous projects were performed including a comprehensive master plan, a sustainable management plan, planning for an intermodal business center, TIGER grant applications, PFC applications, terminal rehabilitations, equipment procurements, and numerous miscellaneous site planning, feasibility and airspace protection analyses. All of these complimentary efforts were aimed at providing a phased, and extremely flexible, development program that addressed both current and long-term needs. Maximizing revenue generating development and seeking third party funding opportunities were a key component of these efforts.

Northwest Florida Beaches International Airport (ECP) Master Plan — Deputy project manager/lead technical planner. Being a brand new airport, less than three years old, this was the first comprehensive master plan for the facility. The project also included an ALP Update. Market conditions and facility needs had changed markedly since the airports original facility planning and design. This master plan focused on terminal configuration and expandability, parking and landside access, airfield considerations, financial
sustainability, and instrument approach capability. Multiple forecasts scenarios were developed which were used to derive planning activity levels or “triggers” for future development. A reevaluation of the need, timing and characteristics of a planned crosswind runway were reevaluated with assistance of the airlines and general aviation community. The ability of upgrading to a CAT-II ILS was evaluated. The feasibility and timing of a future parking garage was also evaluated.

Kelly Field at Port San Antonio (SKF) On-Call Planning Services — Project manager/lead technical planner. As a joint-use, industrial aviation airport that supported manufacturing and MRO facilities for aircraft as large as the 747-800, this airport had somewhat unique planning and development concerns. The first project was NPIAS feasibility study and extensive agency coordination which resulted in the airport being included in the NPIAS and becoming eligible for federal funding support. This effort included a legal review of the joint-use agreement with the US Air Force and defining the unique purpose and need of the airport that differentiated it as a national asset in conjunction with other nearby NPIAS airports. A peer airport comparison of other joint-use and industrial type airports was performed to support the NPIAS pursuit. Other planning efforts included flexible site planning for 100 acres of space that became available for aeronautical use, preliminary noise planning, apron marking, and preliminary site grading plans.

Fort Wayne International Airport Master Plan Study — Provided airside and landside planning assistance and quality control support for a comprehensive 20-year master planning effort for this commercial service airport in northwestern Indiana. This Master Plan includes a market feasibility study, a forecasting effort of future activity, a terminal area planning exercise, and a detailed on-airport land use plan for aviation-related development and non-aviation-related activities. Included among the aviation-related development that is being considered are air cargo, aircraft maintenance, corporate aviation, general aviation, and aviation support facilities.

Kelly Field On-Call Planning Services NPIAS Feasibility Study, San Antonio, Texas — Project manager and lead planner for this project which was the first effort in a phased airport master planning process. Kelly Field is a joint-use airport adjacent to Lackland Air Force Base in central Texas. Heavily populated by aircraft manufacturing and industrial aviation tenants, the airport is a valuable asset to the national system of airports. A joint use airport since 2001, with growing civil aviation demands, the airport is seeking NPIAS inclusion to ensure long-term sustainability. Predominately an industrial airport, capable of serving the largest civil aircraft, the airport does not meet the FAA’s traditional definition of general aviation airport. Extensive coordination with the FAA and Air Force was needed to forecast activity and define the airport’s role within the regional and national airport systems.

Kelly Field On-Call Planning Services Peer Airport Comparison, San Antonio, Texas — Lead planner in this benchmarking exercise to support the Port Authority’s ongoing airport master planning and marketing efforts. With the airport’s vast amount of airside infrastructure and developable land, this effort identified peer airports throughout the country that had the resources and compatible land use to accommodate the targeted market segment. Anticipated users and tenants include aircraft manufacturers, MRO service providers, large corporate and charter operators and heavy-lift air cargo. A comparative analysis of approximately 20 metrics, including demographics, cost of living, business centers, infrastructure and available land was developed. The evaluation included approximately 10 viable competing markets.

Kelly Field On-Call Planning Services North Kelly Field Preliminary Development Concepts, San Antonio, Texas — Lead planner in identifying and evaluating alternative development concepts for an approximately 300 acre aviation site. This site became available for aviation use following extensive landside road and utility relocations. Various facility configurations, capable of accommodating a mix of general aviation and industrial activities were developed. Each concept was aimed at maximizing leasable space and operator efficiency. Due the variability in tenant needs, multiple configurations that shared a common access were developed.
Carlos E. Maeda, P.E.
Principal-in-Charge

Professional Credentials

- Master of Science, Management, Troy State University, 1988
- Bachelor of Science, Civil Engineering, University of Puerto Rico, 1978
- Professional Engineer in Florida, Michigan, and Puerto Rico
- Airport Environmental Regulations & Requirements Course, FAA, 1994
- Airport Noise & Land Use Planning, Georgia Tech, 1993
- Airport Master Planning Course, FAA, 1990
- Engineer Officer Advanced Course, U.S. Army Engineers School, Ft. Leonard Wood, Missouri, 1990
- Resident Engineer Course, U.S. Army Corp of Engineers, 1981
- Engineer Officer Basic Course, U.S. Army Engineers School, Ft. Belvoir, Virginia, 1978

Professional Organizations

- American Association of Airport Executives (AAAE)
- Florida Engineering Society
- National Society of Professional Engineers (NSPE)
- Society of American Military Engineers (SAME)
- Airports Council International (ACI)
- Florida Airport Council (FAC)

Special Qualifications

- More than 30 years of aviation, transportation, and public infrastructure design and planning experience
- Professional background includes administrative management and business development, in addition to technical experience in planning, design, and construction management of projects
- Bilingual (Spanish/English) with experience working on projects in Latin America

Carlos has more than 30 years of progressively responsible experience in transportation and public infrastructure, planning, design, and construction management projects in the U.S. and in the Caribbean. Specific port and waterfront experience includes the Kewaunee Harbor Confine-ment Disposal Facility in Kewaunee, Wisconsin where he served as project engineer for the construction of a $2.5-million facility to confine polluted dredged material. At Kings Bay Submarine Base in St. Marys, Georgia, he was project design engineer for a $35-million tender mooring facility.

Relevant Experience

Aerostar, Safety Management System Implementation at San Juan Luis Munoz Marin International Airport, San Juan, PR — Kimley-Horn is leading the implementation of a Safety Management System (SMS) at Luis Muñoz Marin International Airport (SJU). The goal of the SMS implementation is to help foster a safety culture at SJU in which safety issues are proactively addressed and mitigated, and follow-up actions are actively monitored, as well as help anticipate the future FAA requirements on airport SMS once rulemaking becomes final. Components of this project include a gap analysis, SMS manual development, information reporting structure, overall program implementation, and recommendations on SMS training objectives and content. The gap analysis is currently being completed, which will immediately proceed into development of the SMS manual. The manual will contain all policies, responsibilities, and procedures for safety management, such as safety goals, objectives, reporting methods, and triggers for risk assessments. In addition, as part of this project, two safety risk assessments (SRAs) will be conducted, which will engage airport stakeholders in collectively identifying and mitigating safety risks on particular topics.

El Salvador International Airport Master Plan Update, San Salvador, El Salvador — The Comision Ejecutiva Portuaria Autonoma (CEPA) retained Kimley-Horn to prepare an update to the master plan of the El Salvador International Airport and prepare a feasibility study for the development and expansion of the passenger terminal building. The project funded through a grant from the U.S. government included a complete inventory and diagnosis of all airport facilities, development of a market analysis and air traffic forecasts, demand/capacity analysis, development of facility requirements and alternative passenger terminal and apron concepts to meet the explosive air traffic demand generated by the transfer of the over 80 weekly flights from AVIANCA’s HUB in San Jose International Airport in Costa Rica to the El Salvador Airport in a period of two months, development of concept designs for the expansion of the passenger terminal building and aircraft parking apron, land use plans for the development of more than 450 acres of surplus lands and airspace and approach plans.

Aerostar, Runway 8/26 Rehabilitation at San Juan Luis Munoz Marin International Airport, San Juan, PR — Kimley-Horn provided design of the pavement rehabilitation of Runway 8/26 and associated taxiway connectors. The project consisted of the rehabilitation of the center 9,300 feet of Runway 8/26, the taxiway connectors, and electrical work. The project included the mill and overlay of asphalt pavement on the runway and concrete rehabilitation work on the taxiway connectors as well as associated lighting and electrical work, pavement markings, grading,
phasing as well as cost estimates, technical specifications and bidding assistance. Bids are due for this project in August 2014 with an expected construction completion by February 2015.

Aerostar, Runway 8/26 at Antonio (Nery) Juarbe Pol Airport, Arecibo, Puerto Rico — The Puerto Rico Ports Authority retained Kimley-Horn Puerto Rico LLC to perform a pavement rehabilitation design for Runway 8/26 at Antonio (Nery) Juarbe Pol Airport in Arecibo, Puerto Rico. The pavement rehabilitation design consists of a variable mill and overlay to be performed in four phases. The scope included the development of a construction safety and phasing plan (CSPP) as required by the FAA Advisory Circular 150/5370-2F. The CSPP was developed in orchestra with construction plans and specifications, with the intent of providing safety guidelines, plans for maintaining aircraft operations, and identifying construction costs.

St. Petersburg-Clearwater International Airport Runway 4-22 Rehabilitation, Clearwater — Provided FAA technical support during the design of the Rehabilitation of Runway 4-22. This project includes the rehabilitation of Runway 4-22, including pavement rehabilitation, drainage system modifications, and a new airfield electrical system. As part of the project, Kimley-Horn prepared a length-width and cost analysis to determine final runway dimensions, as well as correct off-site drainage problems affecting the outfall of the runway drainage system.

Orlando International Airport, BP-433: Runway 17L/35R Joint Repairs, Orlando — Project engineer for the Kimley-Horn team that provided pavement distress survey and rehabilitation design for the rehabilitation of all joints (from preformed to silicone) on the 9,000 foot long Runway 17L-35R. The repairs consisted of re-sealing concrete pavement joints, removing and replacing full-strength runway concrete pavement, and airfield lights as necessary. Kimley-Horn also worked with GOAA Airfield Operations staff to replace pavement markings on OIA’s 17R complex. Kimley-Horn provided pavement distress survey and rehabilitation design for the rehabilitation of all joints (from preformed to silicone) on the 9,000 foot long Runway 17L-35R. The repairs consisted of re-sealing concrete pavement joints, removing and replacing full-strength runway concrete pavement, and airfield lights as necessary. Kimley-Horn also worked with GOAA Airfield Operations staff to replace pavement markings on OIA’s 17R complex.

South General Aviation Apron Expansion/Reconstruction of Runway 18-36 at Tallahassee Regional Airport, Tallahassee—Provided quality control review for the design and preparation of plans and specification for this project. Kimley-Horn evaluated the existing transient apron configuration, including helicopter positions and developed conceptual plans for the reconfiguration and expansion of the apron to improve operational efficiencies. Preliminary opinions of probable construction cost for each concept were prepared and recommendations were made for a preferred alternative.

Aerostar, Professional Architectural/Engineering Services, Islandwide, PR — Kimley-Horn Puerto Rico, LLC is under contract to provide professional engineering services for the Luis Munoz Marin International Airport. Services to date have included rehabilitation of Runway 8/26 at SJU, safety management system implementation, and rehabilitation of Runway 8/26 at Arecibo.

Daytona Beach International Airport General Consulting Services, Daytona Beach — Serving as project engineer. Kimley-Horn was selected to provide on-call services on an as-needed basis to the County of Volusia and Daytona Beach International Airport staff. These services will be provided across all disciplines, including civil engineering, aviation planning, architecture, cost estimating, and project management over the duration of the contract (2011-2015). Tasks include preparation of an ALP amendment; hangar feasibility analysis; airspace assessment for new developments; federal and state funding assistance and grant assurances; cargo facility analysis; independent fee reviews; miscellaneous civil engineering improvements; and pavement inspection, strength analysis, and recommendations. Kimley-Horn provides on-call services on an as-needed basis to the County of Volusia and Daytona Beach International Airport staff. These services are provided across all disciplines including civil engineering, aviation planning, architecture, cost estimating, environmental, and project management over the duration of the contract (2011-2015). Tasks include preparing an ALP amendment; hangar feasibility analysis; airspace assessment for new developments; federal and state funding assistance and grant assurances; cargo facility analysis; independent fee reviews; miscellaneous civil engineering improvements; tree mitigation, and pavement inspection, strength analysis, and recommendations. Specific projects to-date include:

Cut over Taxiways Y, W2, and E2. Kimley-Horn is providing design and bidding services for new taxiways to prevent incursions on Runway 7R/25L at the Daytona Beach International Airport. Design elements include reducing the confusion related to the signage at the intersection of Taxiway Whiskey and Taxiway Sierra by adding signage and markings, constructing a cutover Taxiway Y connecting Taxiway S and W, and relocating Taxiways W2 and E2. Design was completed in May 2012.

Sanitary Sewer Force Main Extension (P-71). Kimley-Horn provided design, permitting, and limited construction administration services for a 2,500-foot sanitary force main system connecting to the City of Daytona Beach force main with future aviation tenants on the southwest side of the airport.
David B. Rickerson  
Project Manager

Professional Credentials

• Bachelor of Science, Political Science, Missouri State University, 1977
• Master of Science, Community Development, University of Missouri-Columbia, 1981

Professional Organizations

• Airports Council International
• Florida Airports Council
• American Association of Airport Executives

Special Qualifications

• Over 34 years of airport master planning, on-call aviation planning, terminal area planning, land use/development planning and project management experience
• Expertise includes airport facilities analysis, air cargo planning, general aviation facility layout, aviation forecasting, airfield capacity, aircraft noise analysis, air cargo planning, collateral land use analyses, airfield design standards assessment, airspace analysis and operations planning and analysis
• Project manager/lead technical planner on multiple large hub on-call aviation planning services contracts
• Prepared Purpose/Need and Alternatives for major NEPA projects for the new Northwest Florida Beaches International Airport, San Francisco International, Miami International Airport, Oakland International Airport, Sun Valley Replacement Airport and Port Columbus International Airport

Dave has over 33 years of airport master planning, on-call aviation planning, terminal area planning, air cargo, general aviation facility planning, public outreach and stakeholder involvement and project management experience. His expertise includes an array of specialized airport facility analyses, including terminal area planning, aviation forecasting, airfield capacity and geometry, Neavalis analysis, air cargo facility geometry, support facility planning, Noise and land use analyses, airfield design standards assessment and airspace and operations planning and analysis. He has an excellent working relationship with the FAA Orlando ADO and significant knowledge of FAA criteria, orders and standards from his extensive domestic aviation planning assignments.

Relevant Experience

Tampa International Airport (TPA) Master Plan and Common Use Passenger Processing Systems Plan, Hillsborough County Aviation Authority (HCAA) — Project manager and lead planner in 2011, the HCAA felt it necessary to review plans to construct a new North Terminal Complex and directed that a focused planning effort look at the existing main terminal to see if actions could be implemented in the current terminal area to delay or preclude the need for the North Terminal Complex. The master plan process led by Dave identified the ability to decongest, the main terminal area allowing for the expansion of passenger processing capability to 35 MAP. He planned the relocation of the in-terminal hotel and in-terminal rental car facilities to the south development area freeing up critical development area for a northerly terminal expansion and to extend the capacity of terminal proximate parking and the terminal roadway system. He also led the planning effort for development of a Consolidated Rental Car Facility to be connected to the terminal via a 1.3-mile Automated People Mover System. Additionally, he guided a detailed assessment of the future development of a 415-acre eastside development area, a 250-acre south development area and assessing alternative land uses for an additional five perimeter parcels. This coupled with future phased expansion of one airside and development of a fifth airside extends the terminal capacity well beyond a 20-year horizon and at a cost less than the first phase of a previously proposed new North Terminal.

Port Authority of New York and New Jersey General Planning Services — Project manager and lead technical planner. Led the development of Functional Plans to address deficient RSA’s on both Runways 4L/22R and 13L/31R at JFK. It was determined that previous RSA recommendations were not viable and it was necessary to re-analyze all RSA mitigation options. Runway 4L/22R is used extensively for international departures, but was facing a 600’ reduction in length necessitating the recapture of length on the north runway end. Worked closely with PANYNJ managers and airline representatives. As part of the functional planning process, Dave conducted an array of specialized technical analyses including the study of glide slope and localizer relocations, operational capability analysis, airfield marking, lighting and signage planning, airfield ground movement analysis and TERPS studies particularly in relation to Runway 4L/22R.

Maryland Aviation Administration On Call Aviation Planning — Project manager and lead technical planner. Provided on-call planning services to the Maryland Aviation Administration (MAA) and assisted the MAA in developing the agency strategic plan for Baltimore/Washington Thurgood Marshall International Airport (BWI) and Martin State Airports. Conducted extensive facility planning including plans for the relocation of 358,000 square feet of air cargo buildings and 23 acres of cargo ramp at BWI to
accommodate a potential sixth terminal concourse. He also prepared air cargo forecasts, planned a conceptual 600,000 square foot cargo processing center for an international cargo carrier, evaluated the relocation/extension of Runway 15L/33R, planned an aircraft maintenance base for a major carrier at BWI, analyzed Runway Safety Area alternatives on Runways 10/28, 15R/33L and 15L/33R, authored the BWI Comprehensive Facility Plan and was extensively involved in the subsequent development of the BWI Long-Range Needs Assessment (master plan).

Miami Dade Aviation Department On-Call Aviation Planning — Project manager and lead technical planner. Responsible for a diverse mix of projects at Miami International Airport (MIA), Kendall Tamiami Airport (TMB), Opa Locka Airport (OPF) and Homestead General Aviation Airport (X51) as a part of On-Call Services. Abbreviated Facility Planning studies and updated Airport Layout Plan sets were prepared for both X51 and TMB with the study at TMB providing the justification for the 2,000 foot extension of the southern 5,000' runway for this key MIA reliever. Prepared the A380 Airfield Compatibility Study defining operational runway use, taxi routing, fillet improvements, gate layouts, Part 77 and TERPS analyses for the A380-800 along with the basis for 47 requested Modifications to Design Standard. Also conducted the planning study that led to the relocation of the displaced threshold on Runway 27 to its original location that included relocating supporting Nav aids. Other services included assessing substandard RSA options for Runway 12/30 at MIA, reconfigured taxiway centerline and lead in markings on Taxiways M, N, P and Q, and TERPS analysis for a proposed aircraft maintenance facility.

Phoenix Sky Harbor Airport (PHX) On Call Aviation Planning, City of Phoenix Aviation Department — Project manager and lead technical planner. Dave prepared a detailed assessment of existing airport parking facilities with the intent of defining the extent and location of future parking expansions at PHX. Prepared parking projections to form the basis of future demand, assessed both on and off airport parking products and providers and factored into the study the split of parking resources between facilities east and west of the airport and the impact of Part 77 and TERPS surfaces on each area. The study recommended the development of new and expanded garage facilities atop existing surface parking east of Terminal Four that incorporate a station along the (then proposed) Phoenix Sky Train alignment and interim bus staging to serve Airsides Three and Two. The study reconfigured ingress and egress routes, access to vicinity roadways, exit pay stations and the configuration of the remaining surface lots. The garages were sited and configured to remain clear of airport imaginary surfaces.

On-Call Aviation Planning Consulting, Cleveland Department of Port Control — Project manager and lead technical planner. Served as the project manager and lead technical planner for on-call planning services for the Cleveland DPC including preparing and presenting the rationale for retaining Burke Lakefront Airport (BKL) as a component of the Cleveland airport system. Conducted the evaluation bringing to light the value of the airport in offsetting capacity needs at CLE and the importance of the airport for the Cleveland Heart Institute presenting the findings to the Director of the Department of Port Control, the Mayor’s Chief of Staff, the Mayor and the Planning Commission. Also led a fast-track update to the BKL Master Plan and Airport Layout Plan, conducted a detailed assessment of Runway Safety Area mitigation measures including the close involvement and coordination with the FAA Detroit ADO, provided technical planning support in relation to a highly contentious proposal to relocate Port Facilities to a site on or adjacent to the airport and was also closely involved in negotiations with the Federal Highways Administration regarding alignment changes to I-90 impacting aviation development land at BKL.

Airfield Geometry/Safety Enhancement Study Long Beach Airport, CA — Project manager and lead technical planner. The analysis involved a highly detailed study of the runways, taxiways, and apron interfaces to the taxiways from a safety risk, operational, and design standard perspective. Extensive coordination and involvement of key stakeholders and various business lines of the FAA, and affiliated NATCA representatives. Airport tenants and users were engaged in one-on-one meetings and ongoing interim webex briefings along with participation in scheduled working sessions with a stakeholder/agency working group. Given the need to gain consensus from the FAA business lines that often had varying perspectives and guidance interpretations, the process was central to the success of the study. Significant geometric changes including new taxiways, closed taxiways, taxiway realignments, ramp reconfigurations, runway alterations, and ramp enhancements were developed that were based on a safety risk process and FAA/agency input will result in a dramatic improvement in airfield safety at LGB. With the identification of the range of lighting, marking, educational, operational, and significant geometric changes, the study focus shifted to the definition of the implementation program including the identification of funding source, eligibility and priority for proposed improvements.
<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Outreach Manager</td>
<td>Yvonne Garth</td>
</tr>
<tr>
<td>Public Outreach Coordinator</td>
<td>Stephanie Waight</td>
</tr>
<tr>
<td>Public Outreach Graphic Designer</td>
<td>Victor Colon</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Kimberly Jones</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
Why Yvonne?

- Experienced Communications and Community Outreach Executive
- Recognized leader and expert in diversity and small business development
- Excellent stakeholder relations in Broward County communities.

Ft. Lauderdale Airport Expansion Program, Ft. Lauderdale, Florida
Program management services for new runway and Terminal 4 expansion

Broward County Convention Center Expansion, Ft. Lauderdale, Florida
Master Plan Study for proposed convention center expansion

Heron Bay Elementary School, Parkland, Florida
New LEED accredited elementary school

New Water Treatment & Water Reclamation Facility, Davie, Florida
New 6 MGD water treatment plant and a 3.5 MGD water reclamation facility.

Ft. Lauderdale Airport Terminal 4 FIS/ATO Expansion, Ft. Lauderdale, Florida
New baggage screening system and expansion/renovation of customs area

Miami Gardens Municipal Complex, Miami Gardens, Florida
New Police Station, City Hall, Parking Garage

Miami Central Senior High School, Miami, Florida
Renovation and expansion of various campus buildings.

Nemours Children's Hospital, Orlando, Florida
Construction of new 160 bed pediatric hospital

New Meadowlands Stadium, East Rutherford, NJ
Design/build construction of new state of the art football stadium for New York Giants and New York Jets

Yvonne Garth
Public Outreach Manager

Garth Solutions, Inc., led by Yvonne Garth, has a proven track record developing and leading the implementation of comprehensive public outreach initiatives that proactively engage local communities and promote their participation on marquis programs nationwide but especially in South Florida.

Additionally, Ms. Garth has led the implementation of innovative, capacity-building programs that promote utilization of small, MWBE firms on marquis capital programs. Through her leadership, the Garth team has been instrumental in the award of over $400 million in work to MWBE firms.

Years of Experience
22 Years

Education
University of Maryland,
B.S. Journalism & Marketing

Professional Licenses & Certifications
Certified Charette Planner

Boards & Civic Involvement
Broward County Small Business Advisory Board (Member & past Chair)
City of Miramar Commissioner (former)
Why Stephanie?

- Stephanie is a highly motivated Public Outreach Coordinator with verifiable record of accomplishment spanning 7 years. Highly creative, highly organized with excellent communication skills and recognized as a solution-focused individual.

Stephanie Waigh is a Public Outreach Coordinator with over 7 years experience in delivering services inclusive of project outreach activities of major infrastructure engineering and construction projects including the airside construction of over 47 domestic and international gates as part of the $4.0 B North development Program at the Miami International Airport and $1.2 B Port of Miami Tunnel Project.

As a Public Outreach Coordinator/Document Control Specialist, Stephanie ensures that all program or project documentation is properly coded, filed and electronically distributed. She uploads all correspondence and paperwork into the electronic document control systems while also maintaining hard copy files.

Her focus in recent years has been to manage technical proposals, evaluations, prepare documentation and coordinate approval process of special requirements for federally funded projects.

RELEVANT PROJECT EXPERIENCE

North Terminal Development Program, Miami International Airport, Miami, Florida
Program management services for North Terminal Development Program

Port of Miami Tunnel Project, Miami, Florida
Coordinating Public Outreach services for $1.2 B Port of Miami Tunnel Project

Broward Health North, Miami, Florida
Coordinated outreach services on capital improvement program

Years of Relevant Experience
7 Years

Education
BA, English
University of Belize
Why Kimberly?

- Experienced Administrative professional with excellent communication and computer skills.
- Highly motivated individual with strong skills in public outreach, project coordination and problem solving.

Kimberly Jones is an experienced Public Outreach Administrative Assistant. During her 10 years' experience, Kimberly has supported numerous complex and high profile projects. She excels in delivering quality and professional, organizational, and communication skills.

Kimberly has excellent administrative skills, scheduling global meetings, and assist in various Out Reach events; Prepare for Audits - Internal and External, assist with recruiting of webinar attendees by marketing webinars through email blasts, and created and maintained database of webinar attendees. She is highly organized and has coordinated global conferences, expos, and trade shows. Kimberly has managed data of potential clients/contacts, proposals, contracts and PowerPoint presentations. She has the ability to establish and maintain effective work relationships with all levels of executives, coworkers, and clients. Kimberly communicates effectively on all levels.

Her focus in recent years has been to support Project Managers on a diverse portfolio of project work.

RELEVANT PROJECT EXPERIENCE

Broward Health North, Ft. Lauderdale, Florida
$70 million campus upgrade- central energy plant (CEP), operation/emergency rooms

Miramar Police Station, Miramar, Florida
$24 million Construction of new police head
Why Victor?

- Victor has a 20 year career focused on graphic design and relevant technical support on Aviation Programs at Fort Lauderdale- Hollywood International Airport.
- AutoCAD proficient plus numerous other design applications.

Victor Colon
Graphic Designer

RELEVANT PROJECT EXPERIENCE

Ft. Lauderdale Airport Expansion Program, Ft. Lauderdale, Florida
Supported various aviation Expansion Programs over the past 20 years.

Myrtle Beach International Airport, Myrtle Beach, SC
Assisted in the design of a new terminal and concourse.

Colombia Metropolitan Airport, Columbia, SC
Assisted in the design of a new terminal and concourse.
<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Chief Professional (Airport Planning, Civil / Environmental)</td>
<td>Steven S. Eagle, PE</td>
</tr>
<tr>
<td>2 Project Manager (Airport Planning, Civil / Environmental)</td>
<td>Luis Lopez-Blazquez, PE</td>
</tr>
<tr>
<td>3 Project Manager (Airport Planning, Civil/Environmental)</td>
<td>Juan C. Prieto, PE, PMP</td>
</tr>
<tr>
<td>4 Professional Staff (Environmental Science)</td>
<td>Michael Miller</td>
</tr>
<tr>
<td>5 Jr. Professional Staff (Environmental Science)</td>
<td>Maya Compton-Grant</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
Juan C. Prieto, P.E., PMP - Project Manager

EXPERIENCE
Mr. Prieto has over 20 years of experience in civil engineering, specializing in water resources and project/Construction management. His experience includes planning (hydrologic and hydraulic modeling), engineering design, and preparation of bid documentation, project coordination, project cost/time/quality control, and enforcement of contract documents as well as claim preparation/management. He has worked performing functions as a contractor, design consultant, and as a government agent for multiple projects ranging from marine structures at major ports to Everglades Restoration projects.

REPRESENTATIVE PROJECTS
Level I Environmental Assessment Study, Construction Trailer City Area 4 at Ft. Lauderdale-Hollywood International Airport, Broward County Aviation Department. This project was part of the airport's expansion program and entailed the preparation of a Level I Environmental Assessment Study. This study consisted of the review of environmental report and records for the property, and the formulation of recommendations for future environmental investigations, if required. Specific tasks included site reconnaissance, environmental data collection and analysis, regulatory file review and report preparation. As Project Manager, Mr. Prieto was in charge of project deliverables and QA/QC.

Environmental Impact Statement at Ft. Lauderdale-Hollywood International Airport, Broward County Aviation Department. On this project Nova provided water resources and environmental engineering services. Tasks included preparation of environmental resources permit application, hydraulic and hydrologic water quality modeling in order to quantify existing surface and subsurface impacts. As Project Engineer, Mr. Prieto provided assistance with the field work and agency coordination.

Westside Water Main Improvements, Ft.-Lauderdale Hollywood International Airport, Broward County Aviation Department. This project consisted of the construction and installation of a portable water transmission for the Ft. Lauderdale Hollywood International Airport. Mr. Prieto served as Project Manager.

Wastewater Master Plan at Ft. Lauderdale-Hollywood International Airport, Broward County Aviation Department. This project was part of the airport's plans for the construction of a new passenger terminal and runway, which required an evaluation of expected wastewater flows generated and a new wastewater infrastructure to handle increases in flow. As Project Manager, Mr. Prieto participated in the development of inflow hydrographs for 16 lift stations and analyzed future wastewater flow scenarios using InfoSWMM modeling software. Mr. Prieto also participated in an analysis to determine the presence and significance of rain dependent infiltration/inflow for various lift stations at the airport.

Taxiway & Ramp Rehabilitation, Ft. Lauderdale Hollywood International Airport, Broward County Aviation Department. This project consisted of engineering design and construction administration services for the repair and overlay of various taxiways, taxi lanes, and ramp areas located airside throughout the airport. Mr. Prieto served as Project Manager, overseeing the construction management, field inspection, and project coordination activities.

Rehabilitation of Taxiway N, Runway 9L-27R, and 18L-36R, Ft. Lauderdale Hollywood International Airport, Broward County Aviation Department. This project consisted of construction activities involved in North Perry's Airport rehabilitation of runways 9L-27R (now
10L-28R, 18L-36R (now 19L-1R), and Taxiway N is part of the Capital Improvement Plan and Expansion Program implemented by the Airport with the intent to increase the level of services provided and attract more clients. Mr. Prieto served as Project Manager.

Northside Concourse “A” Utility Corridor Link at Miami International Airport, Miami-Dade Aviation Department. The project consisted of 3,000 linear feet of utility infrastructure that interconnected, upgraded and completed the loop of infrastructure services between Concourse “A” and the Northside Utility corridors at MIA. The new corridor included construction activities in connection with the installation of water mains, wastewater force mains, and electrical conduits and communications lines. As Claim Analyst, Mr. Prieto performed cost estimates for the impacts of project delays and additional work.

Perimeter Road Canal Relocation at Miami International Airport, Miami-Dade Aviation Department. This project encompassed the relocation of an existing canal, including the construction of 700 linear feet of new canal with sheet pile retaining walls, the construction of approximately 1,200 linear feet of new metal pipe arch culverts of various sizes, 2,800 linear feet of a 24-in water main, 1,600 linear feet of 16-in force main, several linear of electrical conduit and other associated work. As Sr. Principal Engineer, Mr. Prieto provided construction management and administration services.

New Northside Runway 8-26 at Miami International Airport. This project consisted of the construction of MIA’s fourth runway, new Taxiway K, relocation of existing Taxiway L, new and modified connector taxiways, new aircraft ramp areas, and airfield lighting and signage. The project also entailed building demolition; site grading, drainage and utility services; maintenance of airside traffic; new vehicular parking lots; fencing, a new airside operations area gate, and related modifications to Ludlam Road; roadway lighting and traffic signals; pavement striping and marking; and miscellaneous associated work. As Project Engineer, Mr. Prieto provided project controls, cost estimating and scheduling services.

Contamination Assessment & Remediation Contract (CAR), Florida Department of Transportation, District VI, Miami-Dade and Monroe Counties, FL. Nova has provided environmental services to an on-going Contamination Assessment and Remediation (CAR) Contract with the Florida Department of Transportation D-6. The assessments for various projects typically address potential soil and groundwater issues that may affect drainage designs and construction methods. Mr. Prieto has provided senior technical support on various Impacts to Construction Assessments (ICAs) during the design phase of proposed roadway improvement projects.
Luis Lopez-Blazquez, P.E. – Project Manager

EXPERIENCE

Mr. Lopez-Blazquez has over 32 years of program, project management, civil engineering design and construction management experience in infrastructure, airport, roadway and land development improvement projects. As Project Manager he has managed a variety of complex civil engineering projects in South Florida (Miami-Dade and Broward County), in Central Florida and in Latin America (Colombia and Dominican Republic).

Mr. Lopez-Blazquez was responsible for the implementation of all infrastructure improvement projects (including sanitary sewer, water and stormwater), which were part of the Program Management improvement projects at Miami International Airport, Kendall-Tamiami General Aviation Airport and Opa-Locka General Aviation Airport.

Mr. Lopez-Blazquez has significant Program and Project Management experience managing all aspects of project controls, design and construction management including project coordination, consultant management and coordination, construction management and supervising activities, permit and permit coordination, contract administration, and acting as owner representative from project inception to completion.

REPRESENTATIVE PROJECTS

Infrastructure Master Plans, Opa Locka General Aviation Airport (OPF). Managed the preparation of the Stormwater, Water and Sanitary Sewer Master Plans and secured associated Environmental Resource Permit (ERP) permit from SFWMD.

New Terminal 4 Infrastructure Improvements, Ft. Lauderdale-Hollywood International Airport, Broward County Aviation Department. Project Manager for the conceptual design (30%) of infrastructure improvements associated with the new Terminal 4 improvements at FLL, including water distribution system, sanitary sewer collection and transmission, electrical and communication ductbanks.

Sanitary Sewer Master Plan at Miami International Airport, Miami-Dade Aviation Department. Project Manager for the development of the Sanitary Sewer Master Plan for MIA, including the evaluation of the existing sanitary sewer collection, pumping and transmission system; the development of the design criteria for the sewage system and the ultimate Master Plan (YR 2025)

Miami-Dade Aviation Department, Civil & Environmental Manager. Owner's Representative for all civil and environmental projects of varying complexity at all MDAD Airports. Duties included project management responsibilities including planning and programming, design and construction management functions, permitting and final acceptance of infrastructure systems (including stormwater, potable water distribution, sanitary sewer collection and transmission, pavement management systems and dewatering). Other duties included the coordination, supervision and implementation of Infrastructure Master Plans.

Stormwater Master Plan & Environmental Resource Permit (ERP), Miami International Airport. Owner's Representative for the development of the Stormwater Master Plan for MIA and secured associated ERP permit from South Florida Water Management District (SFWMD). Defined the Design Criteria, phased and coordinated the proposed drainage improvements and assisted the Client in securing the SFWMD ERP Permit.
Luis Lopez-Blazquez, P.E. – Project Manager

**Water Use (Dewatering) Master Plan & SFWMD Water Use Permit, Miami International Airport.** Prepared and develop the Dewatering Master Plan and secured associated SFWMD Water Use Permit for MIA.

**Kendall-Tamiami Executive Airport, Miami-Dade Aviation Department.** Project Manager for the planning and design of three runways. In addition, he managed the preparation of Stormwater, Water and Sanitary Sewer Master Plans and secured associated Environmental Resource Permit (ERP) permit from the South Florida Water Management District.

**West Side Retention / Detention Pond at Miami International Airport, Miami-Dade Aviation Department.** Design and Construction Project Manager for the planning, design, construction and operational transition (i.e. commissioning) of a 80 acre-ft stormwater management pond, including transmission mains, pumping stations and emergency generator facilities.

**Tract One Apron Drainage, Grading and Pavement Improvements at Miami International Airport, Miami-Dade Aviation Department.** Owner's Representative / Project Manager for the planning and design of a 30-acre airside maintenance and aircraft parking facility, including new concrete and asphalt apron, and drainage system.

**Water Distribution System Master Plan, Miami International Airport (MIA), Miami, FL.** Owner's Representative for the development and implementation of the Water Distribution System Master Plan and Backflow Preventor Program for MIA.
Maya Compton-Grant – Jr. Professional Staff

EXPERIENCE
Ms. Compton-Grant’s experience in the environmental field includes site assessments, groundwater and soil sampling, preparation of Contamination Assessment Plans (C.A.P.’s), Contamination Assessment Reports (C.A.R.’s), field sampling, and data analysis. Her areas of expertise include coastal biology, research of economic and ecological surveys, dredging methods/alternatives, and assessment of coastal reef population.

Ms. Compton-Grant’s experience also includes Environmental Assessments in connection with tenant compliance audits for Best Management Practices (BMP) at the Miami International Airport (MIA) for the Miami-Dade Aviation Department (MDAD). She has also led the tenants audit effort for the Environmental Impact Statement (EIS) at Ft. Lauderdale-Hollywood International Airport. Additionally, she has with the Miami-Dade Department of Environmental Resource Management’s (DERM) Wetlands Section as a Biologist II.

REPRESENTATIVE PROJECTS

Environmental Impact Statement, Ft. Lauderdale-Hollywood International Airport Broward County Aviation Department. As Environmental Scientist, Ms. Compton-Grant was responsible for the Hazardous and Solid Waste Sections of the Environmental Impact Statement (EIS) report, which included significant tenant audit component, and responsible for estimating the changes in the solid waste and hazardous waste production and potential impacts at the airport based on the proposed airport expansion alternatives.

Limited Site Assessment at Miami International Airport, Miami-Dade Department of Environmental Resource Management. Nova was commissioned by the Department of Environmental Resources Management (DERM) to perform a limited site assessment at the Miami International Airport. The assessment included limited source removal; collection of soil samples, additional performance of soil borings and preparation of a Limited Site Assessment Report (LSAR). As Environmental Scientist, Ms. Compton-Grant was responsible for the review of historical site information to determine whether soil/groundwater contamination had been documented by previous Contamination Assessment Reports (CARs) or Remedial Action Plans (RAPs).

American Airlines Site Specific Dewatering Plans, Miami International Airport. As Environmental Scientist, Ms. Compton-Grant was responsible for collecting and organizing information needed to complete the environmental sections of several Site Specific Dewatering Plans.

Environmental Assessments, Miami International Airport. As Environmental Scientist, Ms. Compton-Grant was responsible for performing environmental assessments in connection with tenant compliance audits.

Miami Intermodal Center - Pleasure Emporium II Site, Florida Department of Transportation D6, Miami. This remediation project involved excavation of 2,500 tons of contaminated soil for disposal. The groundwater portion of the remediation consisted of a pump and treatment system that drew groundwater from an open excavation pit and a utility trench. Ms. Compton-Grant served as Environmental Scientist.

Miami Intermodal Center - TAVSS Warehouse Facility Site, Florida Department of Transportation D6. The remedial action plan implemented consisted of a two-phase system that addressed both soil and groundwater contamination that was delineated during the
Maya Compton-Grant – Jr. Professional Staff

assessment portion of the project cofferdam was constructed out of sheet piles in the subsurface and a dewatering system, consisting of approximately 180 well points installed along the inside perimeter of the sheet piling, was operated under suction by a system of well point pumps. Ms. Compton-Grant served as Environmental Scientist responsible for providing environmental support during the excavation, collection and disposal of potentially contaminated soil at secured offsite disposal locations.

**Miami Intermodal Center - Inter-American Car Rental Site, Florida Department of Transportation D6.** This project involved a multi-phase remediation approach consisting of contaminated soil excavation and disposal, a traditional pump and treat methodology, air-sparging technology, and a soil vapor extraction system. Ms. Compton Grant served as Environmental Scientist responsible for soil sampling and oversight of the excavation/disposal process.

**North Corridor Metrorail Extension, Miami-Dade Transit.** This project consisted of construction of a 9.5 mile elevated double track rail extension of the Miami-Dade Metrorail system. Nova’s responsibilities included, providing as-built information for existing utilities, identifying and resolving utility conflicts, incorporating future plans for utility improvements and their potential impact to the proposed Metrorail plans, preliminary drainage and utility design for the guide way and associated facilities including storm water and canal flow modeling. As Environmental Scientist, Ms. Compton-Grant was responsible for preparing and completing application documents and tree identification tables/photograph logs for a Miami-Dade Regulatory and Economic Resources Department Tree Removal Permit application.

**Jurisdictional Wetland Determination, Miami-Dade County Regulatory and Economic Resources Department.** The project consisted of the widening and an improvement of SW 328th street from SW 137th Avenue to SW 152nd Avenue in Miami-Dade County FL. Nova was tasked with providing environmental services in relation to a jurisdictional wetland determination for the proposed roadway improvements. The disturbed nature of the site required that specific wetland characteristics (hydric soil, hydrology and vegetation) be utilized by trained personnel to identify the wetlands within the project limits. As Environmental Scientist, Ms. Compton-Grant was in charge coordination with several government agencies, including the Miami-Dade Regulatory and Economic Resources Department (former DERM), the South Florida Water Management District (SFWMD), and the US Army Corps of Engineers (USACE).

**Black Point Marina, Miami-Dade Department of Environmental Resource Management.** This marina, located in Cutler Ridge, is maintained and operated by the Miami-Dade County Parks and Recreation Department. The facility consists of docks, a dockside restaurant, bait and tackle shop, boat launching ramps, wet slips, picnic pavilions and grills, bikeways, jogging trails, and a jetty, which extends 1.5 miles to the Bay. This project consisted of environmental permitting and design updates in order to bring the existing fueling facilities at the Marina into compliance with Chapter 62-671 of the Florida Administrative Code. As Environmental Scientist, Ms. Compton-Grant was responsible for site investigations, field inspections/sampling, and data analysis.
Michael T. Miller - Professional Staff

EXPERIENCE

Mr. Miller has 14 years of experience managing and conducting activities associated with Quality Assurance/Control, Phase II assessments, Impact to Construction assessments, contamination assessments, UST removal, site remediation, waste disposal, emergency response, project management, air monitoring, soil/groundwater sampling, project management, and contract management. Mr. Miller has been working with the Florida Department of Transportation (FDOT) District VI for 12 years under several CAR Services contracts providing project and construction management services.

REPRESENTATIVE PROJECTS

Contamination Assessment and Remediation (CAR) Services, Florida Department of Transportation District VI, Intermodal Systems Development Office (ISDO), Monroe and Miami-Dade Counties. Assistant Contract Manager for the FDOT District VI contamination assessment, remediation, and construction contract. Responsibilities include:

- Management of field activities associated with impact to construction assessments, contamination assessments, utility construction, USTs removal, emergency response, waste profiling and disposal, and remedial system operation
- Coordinates and participates in Emergency Responses (ERs)
- Project Manager in construction activities related to the replacement and installation of drainage, water and force main structures
- Participate in weekly planning meetings with Department's DCIC and support
- Prepares project reports for submittal to the Department
- Supervision and management of contract operations
- Project planning
- Preparation of work plan and cost estimates
- Staffing and equipment scheduling
- Project budget management
- Project implementation
- Quality control
- Contract invoicing
- Represents the FDOT on multiple projects as needed.

As Environmental Scientist, Mr. Miller is currently assisting with in house projects for FDOT District VI. Responsibilities include:

- Construction plan phase reviews through the Electronic Review Comments System (ERCS)
- Attends Phase Review meeting for assigned ERC projects
- Attends pre-construction meeting and progress meeting on behalf of FDOT
- Acts as Construction Engineering Inspection (CEI) for environmental construction projects
- Develops environmental remediation engineering estimates
- Develops Contract Plan notes
- Project Manager for the emergency response program. Managed and responded to more than 85 emergency responses within District 6 State Road System.
- Managed and trained personnel to respond to the emergencies
- Maintained a program that responds to FDOT calls typically arriving onsite within 60 to 90 minutes of initial notification 24 hours a day, seven days a week.
Michael T. Miller – Professional Staff

Miami Intermodal Center (MIC) Assessment and Remediation Program, Florida Department of Transportation District VI. Project Manager for the MIC program. Responsibilities included:

- Planning and coordinating site leaseback inspections
- Scheduling and planning environmental site assessments and remediation in coordination with ongoing construction
- Coordination with the Department of Environmental Resource Management (DERM) and FDEP to obtain and comply with permits for dewatering operations and drainage installation performed by various contractors
- Preparing work plan and cost estimates
- Managing the project funding
- Representing the FDOT at weekly progress meetings
- Management of environmental oversight activities
- Preparation and participation in bi-monthly contamination status meetings
- Attending construction progress meetings on behalf of the FDOT
- Managing contaminated site information for submittal to FDOT and the MIC Management Team.
- Responsible for the assessment activities
- Preparation, review and submittal of technical reports to the regulatory agencies.

Miami Intermodal Center / Miami International Airport Interchange, Florida Department of Transportation District VI. Project Manager responsible for:

- Managed the solid waste removal operations and drainage assessment activities for the MIC/MIA.
- Managed the removal of approximately 48,000 tons of buried solid waste for the construction of storm water retention ponds 8-4 and 8-10 and managed groundwater assessment activities to ensure drainage was in compliance with regulatory permits.
- Coordination of work activities with the prime contractor and the CEI, regulatory agency compliance
- Management of environmental oversight activities
- Technical review of closure reports for the project
- Attendance at construction progress meetings on behalf of the FDOT
- Management of project budget.

Impact to Construction Assessments (ICAs), Florida Department of Transportation District VI. Mr. Miller has performed numerous ICAs for multiple FDOT project corridors. Several of these projects were performed on an expedited basis providing the results of the assessment activities to the FDOT within three days of the field activities. Specific tasks have included:

- Field activities
- Preparation of cost estimates
- Assessments activities including a review of construction plans and contamination maps to determine potential impacts to the various proposed construction features
- Obtaining maintenance of traffic permits
- Soil and groundwater sampling
- Data interpretation.
- Prepared and performed technical review of the project reports
- Drafted plan notes for inclusion into the final construction plans.
Steven S. Eagle, P.E. – Chief Professional

EXPERIENCE

Mr. Eagle has more than 32 years of experience in the fields of civil and water resources engineering. His work includes detailed design, quality assurance/quality control, value engineering and overall project management and supervision for private and public sector projects. As a Civil Engineer, he has completed civil engineering designs and performed construction management services for projects associated with infrastructure rehabilitation of public works, public utility facilities, and commercial and residential facilities entailing new construction and rehabilitation.

REPRESENTATIVE PROJECTS

MIA Mover at Miami International Airport, Miami-Dade Aviation Department. The project consisted of an automated people-mover system between Miami International Airport (MIA) and the Miami Intermodal Center (MIC). As Project Manager and Design Director, Mr. Eagle oversaw the design efforts for the wet utilities and drainage. This included the design of the proposed utility relocations, design of the drainage conveyance and discharge required for run-off generated by the proposed light rail guide ways, and the development of ICPR drainage computer model.

Peak Flow Management Study for Re-Pump Station 1 and 2 at Miami International Airport, Miami-Dade Aviation Department. This project consisted of the evaluation of the MIA sanitary sewer system to determine the peak sewer flows under a 2-year design rain for the current infrastructure conditions, as well as a planning period until 2020. The main objective was to determine the ability of the pump stations (Re-pump 1 and Re-pump 2) to handle a hypothetical 2-year storm event, equivalent to 4.5 inches of rain in 24 hours. As Technical Director, Mr. Eagle was responsible for providing general oversight and project direction. He developed the technical approach and methodology for the evaluation of the sanitary sewer system in regards to system response to present and future peak flow conditions.

Perimeter Road Canal Relocation at Miami International Airport, Miami-Dade Aviation Department. This project encompassed the relocation of an existing canal, including the construction of 700 linear feet of new canal with sheet pile retaining walls, the construction of 1,200 linear feet of new metal pipe arch culverts of various sizes, 2,800 linear feet of a 24-in water main, 1,600 linear feet of 16-in force main, several lengths of electrical conduit and other associated work. Mr. Eagle was the Project Manager responsible for Construction Inspection Services (CIS) in connection with the relocation of the Tamiami Canal (north fork), CSX railroad, and associated water and communication utility improvements.

Northside Concourse “A” Utility Corridor Link at Miami International Airport, Miami-Dade Aviation Department. The project consisted of 3,000 linear feet of utility infrastructure that interconnected, upgraded and completed the loop of infrastructure services between Concourse “A” and the Northside Utility corridors at MIA. The new corridor included construction activities in connection with the installation of water mains, wastewater force mains, and electrical conduits and communications lines. Mr. Eagle served as Resident Engineer.

Wastewater Master Plan at Ft. Lauderdale-Hollywood International Airport, Broward County Aviation Department. This project was part of the airport’s plan for the construction of a new passenger terminal and runway, which required an evaluation of expected wastewater flows generated and potential new wastewater infrastructure to handle increases
Steven S. Eagle, P.E. – Chief Professional

in flow. As Design Director, Mr. Eagle participated in the development of inflow hydrographs for 16 lift stations and analyzed future wastewater flow scenarios using InfoSWMM modeling software.

Tract One Drainage, Grading & Pavement Improvements at Miami International Airport, Miami-Dade Aviation Department. The project consisted of improvements to the Tract One Apron, which included demolition of existing pavement, demolition/adjustment of utilities, design of a new stormwater management system, filling of an existing drainage ditch, lighting improvements, and airfield signage. As Sr. Engineer, Mr. Eagle was responsible for providing utility management and civil engineering review services. In addition, value analysis/value engineering was conducted on the 30% complete design.

Value Analysis of Runway Extension, Kendall-Tamiami Executive Airport, A value analysis and life cycle costing were provided for this Miami-Dade Aviation Department owned and operated airport. As part of the value analysis team, Mr. Eagle analyzed the components (labor, materials, time, etc.) for alternative runway extension options. Two design alternatives were presented to the Miami-Dade Aviation Department for review.
Steven S. Eagle, P.E. – Chief Professional

in flow. As Design Director, Mr. Eagle participated in the development of inflow hydrographs for 16 lift stations and analyzed future wastewater flow scenarios using InfoSWMM modeling software.

Tract One Drainage, Grading & Pavement Improvements at Miami International Airport, Miami-Dade Aviation Department. The project consisted of improvements to the Tract One Apron, which included demolition of existing pavement, demolition/adjustment of utilities, design of a new stormwater management system, filling of an existing drainage ditch, lighting improvements, and airfield signage. As Sr. Engineer, Mr. Eagle was responsible for providing utility management and civil engineering review services. In addition, value analysis/value engineering was conducted on the 30% complete design.

Value Analysis of Runway Extension, Kendall-Tamiami Executive Airport, A value analysis and life cycle costing were provided for this Miami-Dade Aviation Department owned and operated airport. As part of the value analysis team, Mr. Eagle analyzed the components (labor, materials, time, etc.) for alternative runway extension options. Two design alternatives were presented to the Miami-Dade Aviation Department for review.
<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Robert Ori</td>
</tr>
<tr>
<td>2</td>
<td>Jerry Roberts</td>
</tr>
<tr>
<td>3</td>
<td>Ken Scarborough</td>
</tr>
<tr>
<td>4</td>
<td>Iraniel Salva</td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
ROBERT V. ORI
PRINCIPAL

ROLE:

Robert Ori is one of the principal owners of Planning Technology, Inc. As Principal of the firm, he is responsible for coordination, technical conduct and quality control of company tasks. His expertise centers on working with clients to identify, develop and implement new and unique computer hardware and software applications for the aviation community and in conducting aviation planning studies.

SPECIALTY:

Identifying, developing and implementing state-of-the-art computer technology applications in the aviation planning arena. Areas include airspace analysis, three-dimensional modeling, simulation, airport and facility planning, GIS, web-enabled applications, wireless applications development and high-end computer generated graphics.

CREDENTIALS:

M.B.A., Embry-Riddle Aeronautical University, 1991
B.S. in Aeronautical Studies, Embry-Riddle Aeronautical University, 1985
Various seminars and workshops on airport, airspace, heliport and military aviation planning

Airports Council International
Private Pilot Certificate
Florida Airports Council

EXPERIENCE:

Over 25 years experience in the aviation planning and computer applications environment. He has played key roles in identifying, developing and implementing unique standardized technological approaches and methodologies for gaining consistent quality and efficiency in project production that have become a recognized model for the aviation community.

Key involvements include:

Project and technical leader for the development of the Interactive Airport Layout Plan (iALP) and review systems for airports. These efforts entailed the definition of planning capabilities needed, complete assessment and interpretation of FAA criteria, complete analysis of airspace restrictions, assessment of digital data, recommendations on efficient data collection techniques, development and integration of off the shelf technology, use of web based methodologies and coordination with sponsor, FAA and State representatives. Sponsors include the Puerto Rico Ports Authority, Port of Seattle, Port Authority of NY&NJ, Memphis-Shelby County Airport Authority, Miami-Dade Aviation Department and the Hillsborough County Aviation Authority.
Project coordinator and planner for the original computerized three-dimensional airport layout plan project for Orlando International Airport. This involved the construction of 3-D airport structures, developing and incorporating airspace and shadow diagramming programs and tailoring the system to the client and FAA specifications.

Developed and continues to enhance, implement and support the Three-Dimensional Airspace Analysis Process (3DAAP) for Airport Sponsors, FAA Regions and ADOs and State Aviation agencies nationwide.

Training on airport planning, airspace planning, heliport studies and 3DAAP at numerous Airports throughout the world including the Port of Seattle, Puerto Rico Ports Authority, Greater Orlando Aviation Authority, the Port Authority of New York & New Jersey, the Republic of China and with FAA and State Department of Transportation personnel.


Worked on height zoning regulations with the State of Florida and several airports throughout the Country which included the definition of all aspects of airspace restricting criteria (FAR Part 77, TERPS, airline specific restricting surfaces, helicopter corridors).

Standardization and integration of 3D aerial photogrammetry into digital airport layout plans for use with 3DAAP programs and ALP drawings at numerous airports throughout the world.

Written several articles regarding 3DAAP and its use at airports.

Project principal for an interactive County wide, web-enabled airspace review and notification system for the Port Authority of New York and New Jersey, Palm Beach County Department of Airports and the Metro Dade County Aviation Department.

Developed various web-enabled airport planning capabilities including data retrieval, airspace, forecasting, airfield development, interactive Airport Capital Improvement Plans (ACIP), terminal planning and capacity analysis.
JERRY E. ROBERTS
PRINCIPAL

ROLE:

Jerry E. Roberts is one of the principal owners of Planning Technology, Inc. As Principal of the firm, he is responsible for the administration and management of the Company's activities. His technical ability and expertise provide leadership as well as hands-on involvement with the projects.

SPECIALTY:

Computer technology services as applied to information systems, modeling, GIS, simulation, CADD and graphics. Design, development and implementation of applications including stand-alone desktop, wireless and Internet applications. Also, environmental and planning analyses for transportation-related assignments, with emphasis on airports and highways.

CREDENTIALS:

M.S. in Environmental Science, Florida Institute of Technology, 1983
B.A. in Zoology, University of South Florida, 1974

Community Noise Control-University of California at Berkeley, 1976
Technical courses on computer programming, GIS, simulation and statistics
Florida Airports Council

EXPERIENCE:

Over 30 years of professional experience. Has been responsible for development, implementation and maintenance of state-of-the-art technical computer and Internet applications related to environmental and planning programs including design, programming, training and use. Also responsible for the review and recommendation of software, hardware, methodologies and approaches pertaining to airport, transportation, planning and environmental applications.

In addition, has had management and technical involvement in various environmental and planning projects for federal, state and local governments as well as private concerns.

Key projects include:

Project principal for the design and implementation of the Florida Department of Transportation (FDOT) Aviation Office's Florida Aviation Database (FAD) which is a comprehensive on-line data access system of aviation and airport information used by FDOT, the FAA, airports and consultants. Besides development of various Internet
FDOT aviation applications, it involved the interfacing of mainframe data and the
development and integration of GIS functionality.

Project manager in the design and implementation of the web-based Joint Automated
Capital Improvement Planning program coordinating local, state and FAA project
funding for airports, including applications for FDOT and the Port Authority of New
York and New Jersey, Pennsylvania Department of Transportation, the Puerto Rico Ports
Authority and Memphis-Shelby County Airport Authority.

Provided technical guidance and programming direction for the interactive CD-ROM
integrating spreadsheet files with electronic versions of the Users Guide and the
Guidebook for ACRP 07-04 Spreadsheet Models for Airport Terminal Planning and
Design for the Transportation Research Board.

Development and implementation of an on-line Internet application – interactive Airport
Layout Plan (IALP) for over thirty airports to manage the ALP planning process
involving computer mapping, analysis, data management and compliance with FAA
standards.

Development of an automated web enabled State Aviation Inspection program for
tracking and certification of airports.

Technical supervision of the development of Internet applications for web-based airport
inspection services.

Oversight of the operation and maintenance of infrastructure to support on-site Internet
application development, deployment and services.

Performance of needs assessments including the investigation, review, integration and
implementation of Geographic Information Systems (GIS) for airport and naval facilities.

Project manager for the development of an advanced three-dimensional AutoCAD
application for the depiction and analysis of airspace in and around airports. Also
provided training of airport and FAA personnel in the implementation and use of
computer-aided design and drafting (CADD) and the Three-Dimensional Airspace
Analysis Programs (3DAAP).

Implementation of computer programs for engineering and planning analysis, including
Integrated Noise Model (INM), Helicopter Noise Model (HCN), SIMMOD (FAA Airport
and Airspace Simulation Model), and FHWA’s Traffic Noise model of highway noise
and barrier analysis models for studies such as FAR Part 150s, Master Planning,
AICUZ/ICUZ.

Managed and provided technical services related to the environmental and planning
disciplines including Environmental Impact Assessments/Statements/ FAR Part 150 Noise
Studies and Site Selection Studies for US and international airports.
KEN SCARBOROUGH
SENIOR PROJECT PLANNER

ROLE:

Ken Scarborough is a Senior Project Manager for Planning Technology, Inc. In this role, he is responsible for managing all aspects of projects to assure the client's needs are met and the contract deliverables are prepared on-time and on-budget. He is responsible for leading client/public meetings as well as oversight of all technical aspects of the project.

SPECIALTY:

Mr. Scarborough's areas of expertise include inner-airspace design as it applies to evaluation of allowable building heights on or near airports, airfield geometry planning, airline gate analysis, and airfield simulation for demand/capacity evaluation.

CREDENTIALS:

B.S. in Aviation Management / Flight Technology, Florida Institute of Technology, 1991
Pilot Certificates / Ratings: Commercial, Instrument, Multi-engine, CFI

Publications:
Airport Magazine, Playing by the Rules, January 2002

EXPERIENCE:

Over 15 years of professional experience. Has been responsible for design, development, and implementation of height zoning ordinances over major cities where urban sprawl was encroaching on the airspace of large, hub airports. Has worked extensively with airline performance engineers, the Federal Aviation Administration, airport authorities, and developers to understand the needs of each party and reach solutions that allow for economic development while not impacting the takeoff safety criteria related to the performance capabilities of the airport’s fleet mix.

In addition, has performed numerous gate analyses for both airlines and airport authorities to accommodate changes in aircraft fleet mix while maximizing use of available apron space and minimizing costly reconfiguration of existing loading bridges or fuel pits.

Key projects include:

Mr. Scarborough served as project manager in designing and implementing the first phase of Logan Airport’s study of allowable building heights over the South Boston Seaport Area. The composite map that was developed as part of this project was a multi-year collaboration effort including input from Massport, the FAA, ATA, ALPA and other stakeholders. The success of this project has been a model that other cities have studied to address their own height zoning requirements. Mr. Scarborough continues to support the second phase of this project, including TERPS surfaces around the entire airport, and other airspace analysis needs of Logan International Airport.
Mr. Scarborough served as Senior Airport Planner on the Rhode Island Vegetation Management Program (VMP) project that involved spatial analyses of the Part 77 and other critical surfaces in relation to the ground contours surrounding each of Rhode Island's public-use airports. Vegetation Management Zones were then developed based on the vertical distance from the ground to the critical airspace surface. Utilizing GIS tools, potential problem areas were identified where the soil types and tree species data (acquired as part of this project) indicated the likelihood that trees would grow to unacceptable heights.

Mr. Scarborough served as Senior Airport Planner for the request for an aeronautical study at T.F. Green Airport in Warwick, Rhode Island. This project involved processing large amounts of point data including vegetative and non-vegetative obstructions. Through an iterative process with the Airport and the FAA, a cutting program was developed for each runway end based on the needs of the approaches serving each runway end, the wetland impacts, and the number of avigation easements that would need to be acquired. The use of obstruction lighting reduced both wetland impacts and the need for avigation easements, thereby saving money for both the Airport and the FAA. Mr. Scarborough assisted with the preparation of the DEM permits and oversight of the tree cutting program during project implementation.

Mr. Scarborough served as project manager working with the City of Phoenix to design and implement height zoning over one square mile of downtown Phoenix. In addition to Airport and FAA inputs, this project required extensive coordination with the Sky Harbor tenant airlines to assure their one engine inoperative takeoff requirements were not compromised. Outside of this project area, Mr. Scarborough's expertise was utilized to evaluate the potential aeronautical effect of numerous proposed structures in the rapidly growing metropolitan areas surrounding the Airport.

Mr. Scarborough has served as Senior Airport Planner for gate analyses for both airport authorities and individual airlines. Gate analyses locations include: Aruba, Baltimore, Boston, Mexico City, Montego Bay, Orlando, Providence, San Juan, St. Croix, as well as four airports in Peru and numerous general aviation airports.
IRANIEL SALVA
CAD / GIS Specialist

ROLE:

Iraniel Salva is a GIS specialist working in all aviation applications for the company that require data formatting, application development and support and web-based solutions. In this role he is responsible for applying new and unique processes and programs to satisfy client requirements.

SPECIALTY:

Computer technology services as applied to information systems, modeling, GIS, simulation, CAD and high end graphics.

CREDENTIALS:

BS in Surveying and Topography, Mayagüez Campus of University of Puerto Rico, 2001

Integrated Distance Learning Environment (FAA Idle)
Level 3 Training For FAA Advisory Circulars AC 150/5300-16A - AC 150/5300-17B - AC 150/5300-18B

EXPERIENCE:

Over 15 years of professional experience including four with the firm in developing and applying GIS solutions for airports in planning, engineering and surveying. He is also responsible for supporting over 60 airports as it pertains to the Interactive Airport Layout Plan (iALP) system.

Key projects include:

Application development, data development and maintenance, training and support for the Three-Dimensional Airspace Analysis Programs (3DAAP) and the iALP for a multitude of airport sponsors throughout the nation and internationally including all Port Authority of New York & New Jersey, most of Florida, all City of Phoenix, all Clark County, SeaTac, all Memphis, all Louisville, City of San Francisco, all MassPort, all Maryland Aviation Administration, all Metropolitan Washington, all Puerto Rico and all Virgin Island airports and others.

Three-dimensional airspace development and analysis at airports throughout the nation and internationally to include Part 77, TERPS, One Engine Inoperative (OEI), Advisory Circular 150/5300-13A “Airport Design” and ICAO criteria.

When at the Puerto Rico Ports Authority, he conducted work on the preparation of high end graphics related to the airport facilities environment. Use of GPS equipment and survey equipment for the collection of data to prepare graphics that comply with the FAA’s Airports GIS requirements. Worked with multiple CAD and GIS platforms to produce the required products.
## EXHIBIT B-1
### UNISON CONSULTING GROUP KEY STAFF

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>Kevin Doliole</td>
</tr>
<tr>
<td>Principal</td>
<td>Sharon Sarmiento</td>
</tr>
<tr>
<td>Principal</td>
<td>Donald Arthur</td>
</tr>
<tr>
<td>Senior Director</td>
<td>Barry Molar</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
Donald Arthur, Principal

QUALIFICATIONS

Don has more than 25 years of business experience in accounting and financial analysis, including 22 years in airport finance. Having worked as both an aviation consultant and an airport executive, Don is familiar with all aspects of airport finance. He brings to his consulting assignments an in-depth understanding of the issues facing airport executives.

RELEVANT EXPERIENCE

Don's experience includes the following areas related to airport finance:

- Airport rental car facility analyses and studies, including analyses of concession agreements and special facilities leases, and financial feasibility studies in support of Customer Facility Charge (CFC) backed bonds
- Public parking demand analyses, including financial analyses of planned public parking facilities
- Funding plans for airport master plans and capital improvement programs
- Airline rates and charges analyses and negotiations
- Financial feasibility studies in support of general airport revenue bonds and PFC-backed bonds
- Airport Improvement Program (AIP) and Passenger Facility Charge (PFC) funding analyses
- PFC and Letter of Intent (LOI) applications
- Bond continuing disclosure reports

Consulting projects completed by Don include the following:

RENTAL CAR FINANCIAL ANALYSES: Don directed the preparation of financial feasibility reports in support of the consolidated rental car facilities at Louis Armstrong New Orleans International, Hartsfield-Jackson Atlanta International, Ted Stevens Anchorage International, Baltimore/Washington International, Denver International and Dallas-Fort Worth International airports. For each project, he oversaw the preparation of the draft and final reports, including the preparation of the rental car demand forecasts and financial projections; the preparation of rental car project affordability analyses; and the preparation of financial analyses evaluating the required CFC level in support of project cost scenarios. Don has provided related rental car consulting services, such as continuing disclosure reports, analyses of rental car concession agreements and special facilities leases, and rental car facility financial affordability analyses, for Dallas-Fort Worth International, Denver International, Kansas City International, Birmingham-Shuttlesworth International, Des Moines International, Louis Armstrong New Orleans International, Miami International, Austin-Bergstrom International, Oklahoma City, and Baton Rouge Metropolitan airports.

PUBLIC PARKING FACILITY DEMAND AND FINANCIAL ANALYSES: Don has directed and/or prepared parking analysis consulting assignments for a number of airports, including Cleveland Hopkins International, Dallas Love Field, General Mitchell International (Milwaukee), San Antonio
Donald Arthur, Principal

International, Austin-Bergstrom International, Louis Armstrong New Orleans International, Kansas City International, and Dayton International. These projects have included parking demand analysis and financial analysis. The parking demand analysis studies have involved analyzing historical occupancy, vehicle exit, and peak parking data as a basis for forecasting future vehicle exits and parking space requirements. The financial analysis projects have involved analyzing historical parking revenue, expenses, and anticipated capital requirements, and projecting future revenue, expenses, debt service requirements, and debt service coverage.

FUNDING PLANS FOR AIRPORT MASTER PLANS AND CAPITAL IMPROVEMENT PROGRAMS (CIP): Airport clients for which Don has prepared Master Plan and CIP funding plans include Cleveland Hopkins International, Lambert-St. Louis International, Kansas City International, San Antonio International, General Mitchell International, Knoxville Metropolitan, San Diego International, Los Angeles International, Little Rock National, Glacier Park International, Centennial, Grand Canyon and St. George (Utah). For each client, Don developed alternate funding scenarios that considered the availability of all funding sources, including AIP grants, PFCs, airport cash flow, state grants, and general airport revenue bonds.

AIRLINE RATES AND CHARGES ANALYSES: Don's financial modeling experience includes the development of airline rates and charges analyses for various airports, including San Antonio International, San Diego International, Chicago Midway International, Los Angeles International, and Knoxville Metropolitan airports. His work has included the preparation of financial scenarios under alternative airline rate making methodologies. The financial models developed by Don have been flexible and tailored to each airport client in order to facilitate the evaluation of various alternatives.

FINANCIAL FEASIBILITY REPORTS: Don directed the preparation of financial feasibility reports in support of general airport revenue bonds (GARBs) issued by San Diego International, Birmingham International, Chicago Midway International, San Antonio International, General Mitchell International, Kansas City International and Richmond International airports; and PFC-backed bonds issued by San Antonio International and Kansas City International Airports. For each project, Don coordinated the consulting staff assignments, oversaw the financial analyses, wrote major sections of the reports, served as the primary contact with the client staff, participated in the financing team meetings and document review sessions, and participated in the rating agency presentations.

PFC, AIP AND LOI FINANCIAL ANALYSES AND APPLICATIONS: To assist airport clients in maximizing their capital program funding sources, Don has provided consulting services related to all aspects of PFC, AIP and LOI funding. His work in this area has included the preparation of financial analyses and funding applications. Don's analyses have included alternative financing scenarios designed to analyze the effect of different PFC and grant funding levels on an airport's overall funding strategy.

Experienced in airport financial management, Don served in several capacities at John Wayne Airport in Orange County, Calif. He served most recently as Deputy Airport Director - Finance and Administration, directing all aspects of the airport's financial operations, including accounting, budgeting, financial planning, bond financial reporting and analyses, and various administrative responsibilities. In his consulting work, Don is able to view issues from the perspective of airport management and assist clients in developing workable solutions.

Solution-Based Airport Consulting
QUALIFICATIONS

Mr. Dolliole is a highly respected and seasoned aviation professional with more than 35 years of combined experience in the airline and airport industries. He brings technical proficiency and innovative approaches in the areas of airline use agreements, financial analysis, PFC application development, FAA grant administration and overall financial strategy development. In addition, his background includes planning efforts for operational, organizational and airport development initiatives. Prior to joining Unison Consulting, Mr. Dolliole served as the Director of Airports for Lambert-St. Louis International Airport and San Antonio International Airport. He also served in several executive positions at Louis Armstrong New Orleans International Airport including Acting Director of Aviation. Mr. Dolliole served on the Policy Review Committee of the American Association of Airport Executives and has been a member of the Board of Directors of Airports Council International-North America. Appointed by former U.S. Secretary Norman Mineta, he also serves on the governing board for the Airport Cooperative Research Program.

RELEVANT EXPERIENCE

Mr. Dolliole's executive-level expertise in airports provides clients with strategic leadership coupled with hands-on tactical experience in all facets of airport operations. Having served as chief executive of major airports in St. Louis, San Antonio and New Orleans, he provides senior-level counsel about leadership matters common to major airports, including:

- Planning, development, management and operations
- Managing relationships with elected bodies and their leadership, as well as business and community leaders
- Leading air service development while working with tourism and other civic organizations
- Managing individual airport functions including Capital Improvement Programs, Operations and Maintenance, Administration and Finance, Planning and Development, Security, Safety, Landside Operations, Aircraft Rescue and Fire Fighting, Public Relations, Purchasing, Accounting and Legal
- Formulating, developing and implementing policies, procedures and programs relating to airport maintenance, public safety, airfield and terminal operations at major airports
- Leading airports’ involvement in international trade missions
- Developing revenue sources to help offset airline operating costs, including concession development and lease management

Airport Leadership:
- Lambert-St. Louis, Director of Airports
- New Orleans, Acting Director of Aviation
- San Antonio, Aviation Director

Airline Management:
- Eastern Airlines

Airport Clients:
- Baton Rouge
- Birmingham
- Burbank
- Chicago O'Hare
- Cleveland
- Dallas-Love Field
- Dayton
- Denver
- El Paso
- Gary
- Grand Rapids
- Greenville-Spartanburg Indianapolis
- Metropolitan Washington Airports Authority (MWAA)
- New Orleans
- San Antonio
- St. Louis
- Tallahassee

Solution-Based Airport Consulting
Kevin Dolliole, Senior Vice President

Clients benefit from Mr. Dolliole's insight that proved critical to San Antonio International Airport receiving a number of honors, including:

- A First Place Award in J.D. Power & Associates Global Airport Satisfaction Study in the small airports category
- An FAA recognition as Texas’ Outstanding Airport
- *Airport Revenue News* first-place awards for concessions programs for three consecutive years
- An Airports Council International award for Best Specialty Retail Program in the medium airport category

General aviation clients benefit from his understanding and leadership that propelled Stinson Municipal Airport in San Antonio being recognized by the Texas Department of Transportation as the state's General Aviation Reliever Airport of the Year. Having managed passenger service functions for Eastern Airlines, Mr. Dolliole brings an appreciation and understanding of airlines' perspectives that proves valuable in managing ongoing relations and developments. With broad-based understanding of regional, national and global airport trends and developments, Mr. Dolliole was appointed by the U.S. Secretary of Transportation to serve on the governing board of the Airport Cooperative Research Program (ACRP). He also is a member of the American Association of Airport Executives (AAAE) and has served on that organization's Policy Review Committee. He was elected to serve on Airports Council International-North America (ACI-NA) Board of Directors.

**EDUCATION/TRAINING**

- M.B.A., University of New Orleans
- B.S., Business Administration, Xavier University of New Orleans
Donald Arthur, Principal

EDUCATION/TRAINING

- M.B.A., University of California, Irvine
- B.S. in business administration with a major in accounting, California State University, Long Beach
- Certified Public Accountant, State of Illinois
Sharon Sarmiento, Ph.D., Principal

QUALIFICATIONS

Sharon Sarmiento has more than 25 years of professional experience as an economist, including 17 years in aviation consulting. Sharon leads Unison's airport economic consulting services, and has completed numerous projects involving transportation demand forecasting and economic analysis for more than 50 airports. Her work has earned distinction for innovative analytical approaches and forecasting methodologies. Serving as a speaker and resource person at professional and aviation industry conferences, Sharon also has written research papers in urban economics, transportation economics, and applied econometrics.

RELEVANT EXPERIENCE

Sharon's work in aviation consulting involves the following:

FINANCIAL FEASIBILITY STUDY. Completed financial feasibility studies for 23 airports, many of which supported airport revenue bond issues to finance airport capital improvement programs (CIP), as well as special facilities such as consolidated rental car facilities, parking structures, and terminals.

TRANSPORTATION DEMAND ANALYSIS AND FORECAST. Conducted and directed the analysis and forecast of aviation activity at 28 airports, of rental car demand at 15 airports, and of parking demand at 10 airports. Forecasts served as critical input to financial feasibility studies, master plans, terminal development plans, rates and charges models, and airport management decisions.

REGIONAL ECONOMIC AND DEMOGRAPHIC ASSESSMENT. Prepared and directed regional economic and demographic assessment of airport service areas for 29 airports as part of financial feasibility studies, economic impact studies and master plans.

BENEFIT-COST ANALYSIS (BCA). Conducted 12 BCA studies of various capacity improvement projects at nine airports, supporting requests for Letter of Intent (LOI) and discretionary grant applications under the Airport Improvement Program (AIP), and informing airport decisions regarding alternative capital investments.

LIFE CYCLE COST ANALYSIS (LCCA). Conducted LCCA of alternative identification technologies and access configurations for the Transportation Security Administration’s Transportation Workers’ Identification Credential (TWIC) Program.

Airport Clients:
- Arturo Merino Benitez
- Baltimore/Washington
- Baton Rouge
- Birmingham
- Bob Hope (Burbank)
- Boston-Logan
- Buffalo Niagara
- Charlotte
- Chicago Midway
- Chicago O'Hare
- Cleveland Hopkins
- Dallas-Fort Worth
- Dallas Love Field
- Dayton
- Denver
- Detroit Wayne County
- Dinwiddie County
- Ellington Field
- General Mitchell
- George Bush / Houston
- Glacier Park
- Greenville-Spartanburg
- Hartsfield-Jackson Atlanta
- Hillsboro
- Jackson Evers
- John F. Kennedy
- John Wayne
- Kansas City
- La Guardia
- Lambert-St. Louis
- Lester B. Pearson
- Little Rock
- Los Angeles
- Louis Armstrong New Orleans
- Luis Muñoz Marin
- Memphis
- Miami
Sharon Sarmiento, Ph.D., Principal

ECONOMIC IMPACT STUDY. Prepared economic impact studies of 60 airports, including Lambert-St. Louis, Bob Hope, John Wayne, and all public use airports in Louisiana.

SURVEY RESEARCH AND DATA ANALYSIS. Conducted survey research and data analysis covering a variety of topics to aid planning and decision making at more than 20 airports.

Sharon is the author of chapters on benefit-cost analysis and economic valuation for two ACRP research projects:

- ACRP Contract 03-19: Passenger Value of Time, Benefit-Cost Analysis and Airport Capital Investment Decision (Ongoing)

Prior to aviation consulting, Sharon conducted transportation research and econometric modeling for more than three years as Scientist Appointee at the U.S. Department of Energy Argonne National Laboratory, and Post-Doctoral and Graduate Research Associate at the University of California, Irvine, Institute of Transportation Studies. Her research included the following:

- Applications of discrete choice econometrics in travel demand modeling
- Applications of hazard or duration modeling in a study of residential mobility
- Survey of the commuting behavior of Southern California employees
- Impact of household structure and gender on commute choices
- Effect of land use on travel behavior
- Trends in public transportation in the United States

Sharon also worked for six years as an economist for the National Economic and Development Authority of the Philippines. She assumed various positions including Head Technical Assistant to the Secretary of Socio-Economic Planning and the Division Chief of a staff of 10 economists responsible for programming foreign loan and grant assistance to development projects.

Sharon serves as a speaker and resource person at aviation industry conferences and the Air Transport Research Society annual conferences. She has written several research papers in urban economics, transportation economics, and applied econometrics. Sharon leads the annual AABE/Unison CIP Finance Workshop held successfully in San Diego in 2009, Savannah in 2010, Reno in 2011, and St. Louis in 2012.

Solution-Based Airport Consulting
SELECTED PRESENTATIONS, PAPERS AND PUBLICATIONS

- *Global Economic Outlook and Air Transportation*, 20th AAEE/Southeast Chapter Airport Finance and Administration Conference, February 23, 2009.

EDUCATION/TRAINING

- Ph.D. in economics, University of California, Irvine
- M.A. in international and development economics (with honors), Yale University
- M.A. in mathematical behavioral sciences, University of California, Irvine
- Certificate (summa cum laude) – world banking/finance, The Economics Institute
- Completed coursework for Master of Management degree, University of the Philippines
- B.S. in business economics (cum laude), University of the Philippines
- Elected to the International Honor Societies of Phi Kappa Phi and Pi Gamma Mu
Qualifications

During Barry's 32 years in airport finance and legal affairs with the Federal Aviation Administration and other agencies, he has effectively assisted airports maximize funds received from federal airport programs. Most recently, he managed the Airport Improvement Program (AIP) and the Passenger Facility Charge (PFC) program as the FAA's manager, Airports Financial Assistance Division, Office of Airport Planning & Programming. Barry also has worked extensively in: the use of airport revenue, airport rates and charges, airport finance and airport access administrative procedures, and airport access competition plans.

Relevant experience

Funds from grant programs such as the AIP and revenues from the PFC program are critical to airport success. Barry's long career in addressing airport industry issues at the highest federal levels is comprehensive and greatly benefits airports:

- **Passenger Facility Charges.** Barry was on the team that wrote the original PFC regulation, and he reviewed all early PFC decisions that established policy and precedent for the program. As manager of the FAA's Airports Financial Assistance Division, he supervised revisions to the PFC regulation, including revisions to increase the PFC ceiling and create the pilot program for streamlining PFC reviews for non-hub airports. Barry was responsible for major PFC decisions issued by FAA headquarters, and he wrote the FAA proposals for PFC reform submitted to Congress in 2007.

- **Airport Improvement Program.** As manager of the FAA's Airports Financial Assistance Division, Barry was responsible for administering the grant program each year and for developing policies for distributing discretionary funds, the use of benefit-cost analysis in evaluating capacity projects, and administering AIP letters of intent (LOIs). He supervised issuance of the current version of the AIP handbook in 2005; the BCA policy for AIP grants in 1999; and the new LOI policy in 2006. Barry also supervised the issuance of guidance for AIP changes included in AIR 21 and Vision 100. He wrote FAA proposals for AIP reform submitted to Congress in 2007. Barry also supervised issuance in 2008 of new guidance for the requirement that airports reuse or dispose of land bought for noise compatibility with AIP funds.

- **Airport Finance - Use of Airport Revenue.** As manager of the FAA's Airports Compliance Division, Barry supervised the drafting of the current policy statement on the use of airport revenue that was published in 1999. He also supervised resolution of all Office of Inspector General audit findings of airport revenue diversion by airports. Barry also reviewed and participated in the successful resolution of revenue diversion allegations involving Queen City Airport in Allentown.

- **Airport Finance - Rates and Charges.** Barry wrote the FAA's 1996 Rates and Charges Policy governing airport charges to air carriers and other aeronautical users. He assisted in
Barry Molar, Director

the defense of legal challenges to the policy. He also wrote the proposed revisions to that policy published for comment in 2008.

AIRPORT FINANCE AND AIRPORT ACCESS – ADMINISTRATIVE PROCEDURES. Barry supervised development of the FAA administrative procedural regulations (14 CFR Part 16) for complaints regarding compliance with airport grant assurances, including: airport rates and charges requirements; use of airport revenue; and reasonable access to airports on reasonable terms without unjust discrimination. As the first manager of the Airports Compliance Division, Barry successfully mediated a dispute between a small hub airport and regional carriers over the airport’s proposed new terminal rental fee structure, facilitating voluntary dismissal of a Part 16 complaint. He also served as the principal FAA witness in the first oral evidentiary hearing brought under Part 16 in which the FAA’s position was sustained.

AIRPORT ACCESS – COMPETITION PLANS. As manager of the FAA’s Airports Financial Assistance Division, Barry supervised implementation of the Competition Plan requirement. He oversaw development of initial Competition Plan filing and update requirements, and subsequent adjustment of update requirements. Barry led all efforts to informally resolve DOT concerns over specific issues identified in individual airport Competition Plan filings. Through Barry’s leadership, all concerns were resolved without resorting to formal administrative actions.

POST FAA PROJECTS – As a Unison Director, Barry has participated in various capacities in a wide range of projects for Unison clients, including review of federal requirements and restrictions for redevelopment or disposal of airport land for the Indianapolis Airport Authority. In addition, Barry served as team leader for preparation of LOI applications for Dallas Love Field and Charlottesville-Albemarle Airport. Barry prepared competition plan updates or reviewed competition plan issues for Love Field and Atlanta Hartsfield-Jackson International Airport. Barry also assisted in preparing PFC applications and amendments for Love Field and Sarasota Bradenton International Airport. He conducted an analysis of the rates and charges structure for Sacramento Executive Airport and developed alternate rates and charges models for the airport as an element of a master plan update. Barry also conducted an analysis of Greenville-Spartanburg Airport’s proposals for air service incentive programs to assure consistency with federal requirements.

HONORS

- DOT Superior Achievement Award, 1993; Way to Go Award, 1990
- Department of State Superior Honor Award, 1992

PUBLICATIONS

- Strategies and Financing Opportunities for Airport Environmental Programs, ACRP Synthesis 24

Solution-Based Airport Consulting
Barry Molar, Director

EDUCATION/TRAINING

- J.D. degree (Cum Laude), George Washington University, National Law Center, 1980
- B.A. degree (Magna Cum Laude), Economics, Michigan State University, 1975

MEMBERSHIPS

- Chairman, Airport Cooperative Research Program, Standing Committee for Legal Aspects of Airport Programs
- Member, Air & Space Law Forum, American Bar Association

Solution-Based Airport Consulting
## EXHIBIT B-1
### KEY STAFF

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Principal Consultant</td>
<td>Heath C. Kolman, P.E., RCDD</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*

35 of 62
Heath C. Kolman, P.E., RCDD

Mr. Kolman, a Principal Systems Consultant, has over 23 years of experience in integrated systems including airport information technology (IT) systems, security systems, telecommunication systems, and power plant systems. Mr. Kolman's systems experience has been focused on airport IT and security systems for the past 20 years and includes over 40 major domestic and international airports. Airport systems experience includes common use airport systems, flight information and public announcement systems, resource management systems, integrated airport systems and operational databases, local area network, horizontal and backbone communications infrastructure, and communications and computer rooms, parking and revenue control systems, security access control systems, video surveillance systems (CCTV), and perimeter and intrusion detection security systems. Mr. Kolman has done IT system work beginning with system strategic planning and master planning through detailed design and into selection, installation, testing and commissioning support.

Professional Credentials
- Licensed Professional Engineer (P.E.) with NCEES record established
- Registered Communications Distribution Designer (RCDD)
- Lieutenant JG, United States Navy – Honorable Discharge

Education
- B.S. Systems Engineering, United States Naval Academy, 1991
- Navy Nuclear Power Program, 1992
- ESI Project Leadership, Management, and Communications Training, 1998
- BICSI Cabling, Wireless, Network, Data Center, and Outside Plant Training, 2001 - 2014

EXPERIENCE RECORD

2005 to Present, XIP Consulting, Llc
Principal for XIP Consulting, Llc. Provides program management, consulting, design, and construction support for Information Technology (IT), Communications, and Security Systems projects. Project work includes:

- San Antonio International Airport: Developed consistent, preemptive and holistic maintenance, replacement, and support staff strategy for IT and security systems and their components. Surveyed existing systems and components and developed technology and replacement life cycles. Performed strategic review of existing maintenance and warranty support agreements.

- Austin-Bergstrom International Airport: Served as IT Master Plan development lead and IT special system expert. The IT Master Plan reviewed in detail all IT and security systems at ABIA. Analysis, planning, budget, and schedule development work was completed for Electronic Visual Information Display System (EVIDS), audio paging, visual paging, Airport Noise and Operations Monitoring System (ANOMS), Airport Operational Database, Business Intelligence, Common Use Passenger Processing System (shared use), and the enterprise server and storage infrastructure.

- San Antonio International Airport: Served as the Program Manager for an IT Master Planning project for San Antonio Airport System (SAAS). Developed six year IT and Security project roadmap for the Terminals and Airside. Work included onsite interviews and site surveys, analysis of conditions and aviation technology trends, development of project scopes, priorities, impacts, budgets, schedule, interdependencies, and support requirements. Programs identified included a complete airside program to include outside plant infrastructure, wireless mesh, and perimeter and airfield security. Also, an airlines common use program developed.
Tampa International Airport: Special systems subject matter expert for an airline common use feasibility study. Work included review of Flight Information and dynamic display screens, ticket counters, gate counters, baggage conveyance system, loading bridges, IT network, IT passive infrastructure (comm rooms and cabling), baggage claim and offices. End result was a phased implementation approach and budget for airline common use at TPA.

San Antonio International Airport, Terminal B Expansion: IT, telecommunications, and security systems program management lead for the new Terminal B project (Expansion Project). Systems include backbone pathway and fiber infrastructure, Voice over IP (VoIP), Local Area Network (LAN), Public Address System and Visual Paging, Multi-User Flight Information System (MUFIDS), IP-based TV (IPTV), Radio and Cellular Distributed Antennae System (DAS)

San Diego International Airport: Design reviewer for Paging, CCTV, and ACS design work for Terminal 2 West expansion project.

John Wayne Airport: Lead system designer for network system, IT infrastructure, telecommunication rooms, and integrated systems for common use system work (CUPPS, CUSS, and MUFIDS)

Calgary International Airport: Lead consultant for Systems Reliability Assessment for the airport. Systems assessment included operational systems, passenger systems, data infrastructure, voice systems, and IT maintenance structure.

Chattrapathi Shivaji International Airport, Mumbai, India: Integrated security management system including IP-based video surveillance security system (CCTV) and Access Control System (ACS) consulting and design services. Work included specification development, logic and data flow diagram, field equipment placement coordination, and Network Video Server (NVS) architecture and network bandwidth and storage requirements coordination. Support for the development of a CCTV Coverage Basis Definition Document for typical coverage areas based on ICAO and TSA standards.

Denver International Airport: Quality Assurance reviewer for 60% and 95% special system design for Terminal C expansion project including review of security systems, cabling and infrastructure, radio distribution, paging, and MUFIDS.

Detroit International Airport: Served as the lead project manager for Special Systems for the North Terminal Redevelopment project for the Bidding and Construction Administration Phases of work. Special Systems for the project include Multi-User Flight Information Display System, Access Control System, Video Surveillance, CBP facility requirements, Telecommunications infrastructure, and Overhead Airport-Wide Paging System.

Baltimore Washington International Airport: Served as the project manager and lead consultant for a Security Assessment of the North Field area of Baltimore Washington International Airport. The assessment addressed physical security at vehicle gates, Airport Operations Area / Secured Area demarcation, Perimeter Intrusion Detection System (PIDS), and traffic flow and cost issues.

San Antonio International Airport: Served as the Senior Project Manager and lead designer San Antonio work including an Internet Protocol (IP) based CCTV camera system. The system included IP cameras, network system design, video server head end, and integrated monitoring stations. Mr. Kolman served as lead developer of a Security System Assessment and Master Plan addressing both San Antonio International Airport and Stinson Field.

Dulles and Anchorage International Airport: Mr. Kolman served as the project manager for security system work including the Customs and Board Protection (CBP) for the Tier II project at Dulles. Mr. Kolman served as the project manager, special systems designer, and telecommunications designer for Schematic Design work on Terminal A and B at Anchorage.
2004 to 2005, Convergent Strategies Consulting (CSC)

Project manager and engineering lead for various IT&T and security projects. Also, provide employee mentoring, development, and technical reviews. Job successes and experience include:

- Los Angeles International Airport: Served as the integration designer for a set of integrated IT systems for the Tom Bradley International Terminal Building (TBIT). Systems designed included Common Use Passenger Processing Systems (CUPPS), Resource Management System, Common Use Self Service (CUSS) kiosks, Airport Integrated Operational Database (AODB), Storage Area Network (SAN), and Passenger Messaging System including visual and audio announcements.

- Tucson International Airport: Successfully developed a complete, five year IT&T technology and staffing plan including technology migration, implementation phasing, and budgets. Served as Project Manager and Technical Lead. The IT&T ‘Master Plan’ addressed over fifteen technologies including Structured Cabling System, Security Systems, Financial Systems, UHF Radio System, and Unlicensed Wireless

- Tucson International Airport: Successfully project managed and designed an access control system and network security camera system for the airport. Tucson project work quality and management resulted in additional projects and scope that more than doubled the original CSC project scopes and won CSC the position of Tucson Airport’s ‘go-to’ IT&T consultant. New project scope included a Parking and Revenue Control System (PARCS) and technology plan implementation work.

- San Jose International Airport: Project designer and reviewer for North Concourse project. Developed the integrated systems design (common use, resource management, and airport database) Request for Proposal (RFP) and associated Terms and Conditions.

1999 to 2004, Independent Airport Information Technology (IT) Consultant

- Served as lead engineer for CDI Communications Consultants reporting directly to President. As a project manager completed all projects within schedule and budget constraints

- Intercontinental Airport / Houston: Cabling infrastructure and IT systems design and project management for new Federal Inspection Services (FIS) facility

- Kansas City International Airport: Integrated Systems Solution design for IT and building systems at Kansas City Airport

- Calgary International Airport: Common Use Terminal Equipment (CUTE) design

- Norfolk International Airport: Airport-wide paging system and Multi-User Flight Information Display System (MUFIDS) design, vendor negotiations, and installation oversight

- Hartsfield-Atlanta Jackson International Airport: Conceptual report development for new Command, Control, and Communications Centers; MUFIDS implementation assessment study

- Raleigh-Durham International Airport: Conceptual report development for new Command, Control, and Communications Centers

1994 to 1999, Hurst Technologies, Inc.

Primary coordinator and a designer for the development of the Systems Integrator Specification for the new Terminal ‘D’ at Las Vegas McCarran International Airport. Systems budget was $40M. A lead system designer for San Francisco International Airport $35M special systems project. Worked full project lifecycle from conceptual design through system testing and verification

1991 to 1993, United States Navy

Performed work in various leadership and engineering roles facilitating the development of my technical and management skills. Rank in Navy was Lieutenant JG.
**EXHIBIT B-1**  
**KEY STAFF**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Project Manager</td>
<td>Brad Rolf</td>
</tr>
<tr>
<td>2  Senior Associate</td>
<td>Ryk Dunkelberg</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
BRAD ROLF, PE. LEED GREEN ASSOCIATE
BUSINESS UNIT LEADER, AVIATION SERVICES
ENVIRONMENTAL PLANNING/NEPA

Brad Rolf has 17 years of airport environmental experience as a National Environmental Policy Act (NEPA) practitioner. His responsibilities are concentrated in the preparation of planning and environmental documentation, including FAR Part 150 studies, environmental impact statements (EISs), environmental assessments (EAs), environmental review analysis in support of categorical exclusions, greenhouse gas (GHG) inventories and sustainability programs.

Brad has an educational background in civil and environmental engineering. Professional and educational experience has provided Brad with an understanding of the processing requirements under NEPA for both large- and small-scale environmental reviews. While working closely with the FAA and the client, Brad has gained experience in aircraft noise impacts assessment, Air Quality Conformity Review, Section 106 assessment and processing, Section 303(c) assessment, and Section 401/404 processing and permitting for projects involving significant adverse impacts. Additionally, through his more than 16 years of aviation planning experience, Brad has developed a thorough understanding of FAA airport master planning and development requirements.

Recently, Brad was the consultant project manager for the Sitka Rocky Gutierrez Airport EIS, prepared by the FAA for a range of safety improvement projects. He is also the consultant project manager for the Kodiak Airport EIS as well as the lead aviation, land use and noise planner for the Angoon Airport EIS. These projects include the assessment of impacts to marine environments, changes in aircraft noise exposure, and extensive mitigation for effects to sensitive natural and human resources.

Areas of Expertise
- Planning and environmental documentation
- FAR Part 150 studies
- Environmental impact statements
- Environmental assessments
- Environmental review analysis in support of categorical exclusions
- Sustainability Management Plans
- GHG inventories

Education
- BS, Civil and Environmental Engineering, University of Cincinnati
RYK A. DUNKELBERG, ESQ.
PLANNING AND ENVIRONMENTAL
NATIONAL PRACTICE LEADER. AVIATION SERVICES

Ryk Dunkelberg is Mead & Hunt's national practice leader for aviation and environmental planning, a key client liaison and an active project director. He joined Mead & Hunt with Barnard Dunkelberg & Company in June 2012.

Educated in planning and law, he serves as a project principal for the firm's master planning, noise and land use compatibility studies, and environmental planning projects. Ryk is involved in and responsible for sustainability studies, airport master planning studies, site evaluation and selection studies, FAR Part 150 studies, environmental assessments and impact statements, and airport resource planning and analysis. As a project director, he is responsible for the administration and management of complex environmental and planning programs. He has been responsible for preparing more than 45 FAR Part 150 studies and noise exposure map (NEM) updates.

In addition to his complete professional and technical knowledge of airports and environmental planning, Ryk possesses nationally recognized expertise in the legal aspects of aviation and airport development and has been responsible for the development of zoning ordinances and other land use controls throughout the nation. Projects he has been responsible for reflect his unique approaches and solutions for preparing implementation mechanisms in relation to airports. As such, he has been responsible for numerous intricate airport planning and sustainability assignments.

Areas of Expertise
- Noise/compatibility planning
- Environmental analysis
- Master planning

Education
- JD, University of Tulsa
- MS, Natural Resources Planning, Colorado State University
- BS, Forest Ecology, Oklahoma State University
**EXHIBIT B-1**  
**KEY STAFF**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Vice President</td>
</tr>
<tr>
<td>2</td>
<td>Managing Partner</td>
</tr>
<tr>
<td>3</td>
<td>Director</td>
</tr>
<tr>
<td>4</td>
<td>Director</td>
</tr>
<tr>
<td>5</td>
<td>Senior Consultant</td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
In his 18 years of domestic and international aviation planning experience, Mr. Johnson has been involved in a wide range of facilities and operations planning assignments, with primary responsibilities in master planning, ground access, rental car, and other landside facility planning. Along with his work on a variety of environmental, terminal, and financial planning projects, Mr. Johnson offers clients comprehensive working knowledge of all aspects of the airport environment. Mr. Johnson has been with JDA for 10 years.

Mr. Johnson directs the JDA Airport Planning practice area and brings a wealth of experience managing technical assignments at medium and large hub airports. His master planning experience includes recently leading major efforts in support of master plans for Detroit Metropolitan Wayne County, Atlanta Hartsfield International, Omaha Eppley Airfield, San Diego International, and Richmond International Airports. Mr. Johnson excels in managing complex technical and strategic initiatives having served as the day-to-day lead for on-call assignments at for Atlanta Hartsfield International, Richmond International, Detroit Metropolitan Wayne County, Lambert-St. Louis International, and the Houston Airport System.

Over the course of these and many other assignments, Mr. Johnson has developed an intimate understanding of, and proven track record managing, a wide range of planning assignments including airside/operations planning, TERPs/airspace planning, deicing operations planning, aircraft parking/gate planning, preparation of Airport Layout Plans, terminal planning, ground access technical/operations/strategic planning, parking facility/operations planning environmental planning, and NEPA processing.

Mr. Johnson has led or participated in Safety Management System (SMS) implementation projects and Safety Risk Assessments (SRAs) for projects at Armstrong New Orleans International, Chicago O'Hare International, Detroit Metro Wayne County and Long Beach Airports. He completed the FAA-approved Facilitator Training Course for Safety Risk Management Programs in 2014 so is certified as a facilitator.

Internationally, Mr. Johnson played an integral role in developing the winning submittal for the 2004 Shanghai-Pudong International Airport – Terminal Design Competition. For this effort, he developed the future landside demand requirements and airport access concepts. The resulting landside concepts are being carried forward as part of Shanghai's first phase of terminal expansion. Mr. Johnson's airside international experience includes investigating the necessary infrastructure improvements and impacts related to bringing Airbus A380-800 commercial service to Melbourne International Airport.

EDUCATION

Western Michigan University
• Bachelor of Science, Aviation Sciences, 1995
Northwestern University Traffic Institute
• Highway Capacity Workshop, 2000
Leadership Strategies
• FAA-Approved Facilitator Training Course for SRMP, 2014

PROJECT EXPERIENCE

Armstrong New Orleans Int’l Airport, New Orleans, LA
• Master Plan Update
• Airport Layout Plan Update
• Safety Risk Assessment for Conversion of Runway 6-24 to a Taxiway
Hartsfield-Jackson Atlanta Int’l Airport, Atlanta, GA
• On-Call Planning
• Master Plan Update
• Cargo Building C Siting and Program Criteria
Chicago’s O’Hare International Airport, Chicago, IL
• Safety Management System Implementation
Dallas/Ft. Worth International Airport, Dallas, TX
• Terminal Link Connector Analysis
• Lower Level Roadway Lighting Analysis
• Terminal A In-field Parking Requirements Validation
Detroit Metro Wayne County Airport, Detroit, MI
• On-Call Planning
• Master Plan Update
• Airport Layout Plan Update
• Safety Management System Implementation
• Safety Risk Assessment for Runway 4R-22L Rehabilitation
• Safety Risk Assessment for Taxiway Whiskey and Eastern Taxiways Rehabilitation
• Part 150 Operations Forecast
• Midfield Terminal Evaluation
• North Terminal Development
• Operations/Phasing Planning for Multiple Airfield Rehabilations
• Land Use Study

Houston Airport System, Houston, TX
• On-Call Planning
• Surface Access Strategy
• Terminal D Redevelopment
Eppley Airfield, Omaha, NE
• Master Plan Update
• Airport Layout Plan Update
Ms. Kenfield’s experience includes airport program and design management; airport master planning; development planning, environmental and business plans to support capital improvement programs; environmental assessments; and FAR Part 150 noise studies at airports across the US. She has successfully guided design of aircraft aprons, taxiways and runways as well as ground access facilities. As a program manager she oversaw both planning and design for new terminal, parking and roadways, and led activation for opening of the new terminal, coordinating activities between the Airport, airlines, design team and contractors. Prior to entering the aviation field, her work included civil design and technical team management for a greenfield development of a university campus and a naval station.

As a planner, Ms. Kenfield applies practical experience from design and construction projects to ensure that plans are implementable and reasonable for each client and project. She understands that project economics vary from large commercial service airports to small general aviation facilities, and guide her team to work appropriately.

By combining her broad oversight and ability to extract critical elements, Ms. Kenfield has successfully led and managed multidisciplined teams of experts in planning, design, and program management. She recognizes that many schools of thought can be channeled to resolve challenges and communicate successful outcomes. She is comfortable with engaging owners, stakeholders, public officials, and professional colleagues in presentations and discussions of technical elements, communicating in language that is understood by the audience. Through her active roles in professional organizations, Ms. Kenfield maintains a broad knowledge of current practices and changing trends in the aviation industry.
BRADLEY T. JACOBSEN
MANAGING PARTNER

Mr. Jacobsen is a co-founder and Managing Partner for Jacobsen/Daniels Associates. He has more than 20 years of experience in aviation planning and implementation support, including extensive experience with strategic and technical planning work and project and program implementation support. Mr. Jacobsen has successfully completed planning and implementation assignments for a variety of airports in the United States, including large hub international air carrier airports and medium hub airports.

Mr. Jacobsen has served as Officer-in-Charge for Master Plan Studies at Detroit Metropolitan Wayne County Airport, Chicago Midway Airport, Willow Run Airport, and Cherry Capital Airport. He has also served as Project Manager for a number of on-call planning contracts at Detroit Metro Airport, Richmond International Airport, New Orleans International Airport, and Cleveland Hopkins International Airport. He is managing the definition and promotion of a strategic development plan for an Aerotropolis, or airport city, in and around Detroit Metro Airport and the nearby reliever Willow Run Airport.

Since 2003 Mr. Jacobsen has worked closely with the City of Chicago and all of the domestic carriers serving O'Hare International Airport during the implementation of the $6 billion O'Hare Modernization Program. His efforts have focused on overseeing the agreement between the carriers and the City of Chicago regarding Program definition, organizational structure, funding, operational impacts, and other implementation issues.

Mr. Jacobsen has particular expertise in advanced planning, programming, and implementation support throughout the development of a master plan. His unique perspective and experience with strategic planning, as well as program development, provide him with an ability to help his clients establish unique, yet achievable plans. His expertise has been called upon in the development of both on-airport and off-airport industrial/research park plans and other site plans, including the evaluation of consolidated rental car campus sites on or adjacent to airport property.

Through these efforts, Mr. Jacobsen has helped his clients establish and realize a vision for the development of their airport through a combination of strategic visioning, detailed technical planning and extensive coordination. Mr. Jacobsen's technical capabilities along with his management philosophy embrace consensus building and partnership, with a particular emphasis on communication and stakeholder input.

EDUCATION
Michigan State University
- Bachelor of Science, Civil Engineering

PROJECT EXPERIENCE
Baltimore/Washington International Airport, Baltimore, MD
- International Terminal Programming

Capital City Airport, Lansing, MI
- Strategic Planning

Cherry Capital Airport, Traverse City, MI
- Terminal Area Master Plan Update
- Common and Preferential Use Gate Procedures
- Environmental Noise Planning

Chicago Midway Airport, Chicago, IL
- Master Plan Update
- FAR Part 150 Noise Study
- Construction Operations Planning

Chicago O'Hare International Airport, Chicago, IL
- Use and Lease Agreement Support
- Facility Management System

Detroit Metropolitan Wayne County Airport, Detroit, MI
- Master Plan Update
- Cargo Development Master Planning
- AIP/CIP Implementation Planning
- Runways 4L-22R and 9R-27L Planning and Implementation
- Terminal Roadway/Curbfront Expansion Planning and Implementation
- North Terminal Complex Redevelopment Plan
- Concourse A Extension Planning and Implementation
- Midfield Terminal Design Review
- Mesaba Commuter Terminal and Apron Expansion
- Utility Planning and Evaluation
- ConRAC Site Study and Facility Layout
- FAR Part 150 Study

Willow Run Airport, Ypsilanti, MI
- ALP Update and AIP/CIP Planning
- Cargo Planning
- Airport Zoning Plan
JAMES D. WILSON, AIA  
DIRECTOR

Mr. Wilson has more than 15 years of consulting experience in the area of facility planning, with a primary focus on airport terminal planning and programming. Mr. Wilson is a licensed architect in the State of Illinois and currently leads JDA’s Terminal Planning Group overseeing the development of airport terminal related planning and programming analyses for a wide variety of projects. He has led planning and programming assignments for terminal facilities both large and small as well as domestic and international facilities. He has used BIM (Revit) for the last five years. Mr. Wilson is conscious to balancing the needs of the airport, the airlines, and the various other stakeholders to achieve buy-in of all parties to the recommended solutions.

Mr. Wilson is currently the Project Manager and lead Terminal Planner for the Terminal Area and Airport Master Plan at Eppley Airfield in Omaha, Nebraska. He is overseeing a ten-firm consultant team developing a comprehensive update of the Eppley Airfield Master Plan, which has a heavy focus on identifying the long-term development strategy for terminal improvements. At this cost-conscious airport a very heavy focus has been applied to the development of an implementation plan that is affordable and incrementally implemented as demand dictates.

Prior to his work in Omaha, Mr. Wilson served in similar capacities at various airport facilities across the country. He recently led the Phase 3 Terminal and Concourse Expansion Study at Will Rogers World Airport in Oklahoma City, Oklahoma, where he led a team that developed the long-term strategy to expand the existing terminal and concourse. The study outlines improvements including a nine-gate concourse expansion, a three bay terminal expansion, and a new centralized passenger security screening checkpoint. Mr. Wilson also served as a terminal planner recently on the Terminal Redevelopment Plan at Salt Lake City International Airport. Here he worked closely with the design team, the airport, and the airlines to establish a building program that met the long-term needs of the airport and the major hub carrier that fit within established financial parameters.

Mr. Wilson strives to be a consensus builder bringing together all the stakeholders in developing terminal plans that not only meet the ongoing needs of the airport, but those that are also affordable and implementable. His background as a programmer provides him the experience to understand how to properly size a facility, while his planning background provides a unique perspective on how a terminal building should function. His architectural background allows him to understand what challenges lie ahead during design and implementation. Mr. Wilson’s well-rounded experience makes him an excellent choice to lead any project of various size and scope.

EDUCATION
University of Cincinnati  
• Bachelor of Architecture, 1999

CERTIFICATIONS & LICENSES
• Licensed Architect  
• Illinois, 001.021128, 2010

PROJECT EXPERIENCE
Baltimore/Washington International Airport, MD  
• Terminal Modernization Program  
• Terminal Demand/Capacity Analysis

Chicago O’Hare International Airport, IL  
• World Gateway Program  
• West Terminal Planning Study  
• Terminal 1 Passenger Simulation Analysis

Eppley Airfield, Omaha, NE  
• Master Plan Update, Project Manager  
• Terminal Facility Programming  
• Terminal Demand/Capacity Analysis  
• Long Range Terminal Expansion/Renovation  
• Inline Baggage System Design Review

Honolulu International Airport, HI  
• Master Plan Update, Terminal  
• Terminal Facility Program

John F. Kennedy International Airport, NY  
• Terminal 7 Redevelopment Study  
• Accommodation of the A380

Little Rock National Airport, AR  
• Master Plan Update, Terminal

Long Beach Airport, CA  
• Terminal Improvement Studies  
• Terminal Facility Program

Salt Lake City International Airport, UT  
• Terminal Redevelopment Plan  
• 20-Year Terminal Facility Program  
• Passenger Simulation Analysis

Tucson International Airport, AZ  
• Master Plan Update, Terminal  
• Int’l Terminal Facility Space Program Analysis  
• Terminal Capacity Analysis

Will Rogers World Airport, Oklahoma City, OK  
• Phase 3 Terminal/Concourse Expansion  
• Terminal Facility Program  
• Centralized Security Screening Checkpoint Study
ROBERT F. TYKOSKI
PROJECT MANAGER

With 15 years of experience within the Aviation Industry, Mr. Tykoski has been engaged in various aviation-planning projects, both airside and landside, at airports nationwide including Detroit Metropolitan Wayne County Airport, Willow Run Airport, Chicago O’Hare International Airport, Richmond International Airport, Phoenix Sky Harbor International Airport, and Louis Armstrong New Orleans International Airport. He has held a commercial pilot license for 10 years and was certified as flight instructor and advanced ground instructor 8 years ago.

Mr. Tykoski has participated in numerous airside projects. At Birmingham International Airport Mr. Tykoski assisted in the development of aircraft parking plans to complement the Terminal Modernization Program. Similarly, at Richmond International and Jackson-Evers International Airports, Mr. Tykoski developed aircraft parking plans to facilitate jet bridge improvements. Additionally, Mr. Tykoski has conducted numerous runway length analysis and line of site studies for facilities throughout the nation. His landside projects include studies at Phoenix, San Diego, and Birmingham.

Mr. Tykoski’s expertise in Aviation Management and Aircraft/Airport Operations, coupled with his knowledge of airport design and obstacles to navigations (AC150/S300-13 and FAA FAR Part 77) provides an exceptional background for providing critical support on technical projects. This expertise has been instrumental in Mr. Tykoski building essential relationships with key clients and stakeholders.

Mr. Tykoski’s safety assessment experience has includes work on Safety Risk Management Panels (SRMP) and Safety Risk Assessments (SRA). Mr. Tykoski is currently involved in a SRA for Long Beach Airport. The Long Beach SRA is part of an airport geometry study in which the airfield is being evaluated based on its current configuration and proposed configurations in an effort to reduce risk. In addition to the Long Beach SRA, Mr. Tykoski has also been involved in SRA and SRMPs at Detroit Metropolitan Wayne County Airport. Additionally, Mr. Tykoski completed the FAA’s requirements to facilitate SRMPs.

EDUCATION
Eastern Michigan University
- Bachelor of Science in Aviation Management, 2004
University of Alaska
- Associates in Air Traffic Control, 2006
Embry-Riddle Aeronautical University
- Masters of Aeronautical Science in Aviation Operations, 2011
Federal Aviation Administration Academy
- Completion of FAA TERPS Course, 2012
Leadership Strategies
- FAA-Approved Facilitator Training Course for SRMP, 2014

PROJECT EXPERIENCE
Armstrong New Orleans Int’l Airport, New Orleans, LA
- General Aviation Revitalization Study
- CIP Construction Phasing and Operations
Birmingham-Shuttlesworth Int’l Airport, Birmingham, AL
- Terminal Modernization Program
Chicago O’Hare International Airport, Chicago, IL
- Airline Representation
- Technical Support
- Design Review (30%, 60%, 90%, 100%)
- Review Cost Estimates and Cost Estimating
- Procedures
- Constructability Reviews
- Operational Reviews
- Project Management
- Safety Management System
Detroit Metropolitan Wayne County Airport, Detroit, MI
- Airport Layout Plan Verification
- Master Plan Update
- Line of Sight Study
- Land Use Planning
- Airfield Pavement Reconstruction Planning
Lambert St. Louis International Airport, MO
- On-Call Planning
- Land Use Planning
- AMC Redevelopment Plan
Long Beach Airport, Long Beach, CA
- Safety Risk Assessment
Richmond International Airport, Richmond, VA
- Gate/Aircraft Parking Plan
- Master Plan Update
- Runway Length Analysis
San Diego International Airport, San Diego, CA
- Ground Transportation Management Plan
## EXHIBIT B-1
### KEY STAFF

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Managing Principal</td>
<td>Belinda Hargrove</td>
</tr>
<tr>
<td>2 Vice President</td>
<td>Paul Fishburn</td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

*Key staff job descriptions (resumes) are attached.*
Belinda G. Hargrove
Managing Principal

Responsible for coordinating TransSolutions’ airport/airspace analyses efforts and also managing passenger terminal Level of Service (LOS) analyses. Extensive experience and expertise in airport capacity, airspace/airfield design, and airport operations, especially related to airline facility requirements. Specialist in validating and applying SIMMOD (FAA’s Airport and Airspace Simulation Model) to provide decision support for airport planning.

B.S. Mathematics, Oklahoma State University (1983)
Associate of Arts, Cottey College, Nevada, Missouri (1981)

TransSolutions, LLC, Fort Worth, Texas – November 1998 – Present
Co-Founder and Co-Owner
The SABRE Group, Fort Worth, Texas
Senior Principal/Director; September 1995 – November 1998
The AMR Corporation, Fort Worth, Texas
June 1988 – September 1995

EXPERIENCE

Airport Master Plans. Conducted airfield capacity analyses as part of Master Plan teams at the following airports:
- Palmdale Regional Airport
- Orlando International Airport
- Augusta Regional Airport
- Louisville International Airport
- Columbia Metropolitan Airport
- George Bush Intercontinental Airport / Houston
- Juan Santamaria, San Jose, Costa Rica
- Chiang Kai-Shek, Taiwan

Analyzed runway capacity of existing layout, estimated airfield requirements to support forecast traffic demands, assisted in developing proposed runway alternatives, evaluated capacity of alternatives, and estimated construction timing.

Airfield Planning. Managed and conducted airport airfield analyses, including:
- Fort Lauderdale-Hollywood International Airport. Analyzed effects on adjacent taxiways of proposed new passenger terminal concourse. Met with future airline tenant to recommend terminal layout operations.
- Orlando International Airport. Evaluated long-term requirements for crossfield taxiways; recommended changes to the airport layout plan that will accommodate traffic growth while opening real estate for other commercial developments.
- Fort Myers Regional Southwest Airport. Evaluated delay benefits of proposed second runway for the Airport’s Benefits Cost Analysis (BCA) required for FAA funding application.
- Dallas Love Field. Evaluated aircraft movement on ramp between proposed terminal and Remain Overnight (RON) positions. Findings identified congestion through a nearby taxiway intersection that required modifications to support the new terminal layout. Subsequent analysis evaluated benefits of the airfield/terminal improvements for the Benefits Cost Analysis (BCA). Interface with City of Dallas, Southwest Airlines, FAA, architect, and program manager.
Philadelphia International Airport. Analyzed capacity and delays of existing airfield and three proposed airfield development options in four wind/weather operating conditions for the Program Management Office.

Dallas Love Field. Assessed capacity effects and taxiway congestion of adhering to FAA requirements for runway hold lines.

Indianapolis International Airport. Determined safe, efficient pushback and taxi patterns for operating the new terminal ramp as a non-movement area prior to the terminal opening.

Port Columbus International Airport. Evaluated benefits of runway relocation and precision runway monitor (PRM). Participated in the initial runway planning as well as the Benefits Cost Analysis (BCA) phases.

London Luton Airport. Managed airfield/runway analysis to quantify capacity of existing airport layout – comparing ramp capacity to runway capacity. Determined capacity of proposed new south terminal and runway, comparing development alternatives.

General Mitchell International Airport, Milwaukee. Evaluated operational effects of proposed centralized deicing pad vs. ramp/gate deicing. Aircraft delays were significant concern, to ensure aircraft could depart without requiring additional deicing application.

Construction Phasing. Evaluate aircraft taxi operations through phasing, including:

Detroit Metropolitan/Wayne County International Airport. Evaluated options for reconstructing primary runway. Provided detailed aircraft travel and delay estimates.

Miami International Airport. Assessed delays caused by various taxiway, ramp access, and gate closures throughout multi-year airfield expansion. Estimated operational delays for airline schedule planning.

ASSOCIATIONS

- Airport Consultants Council, Chair 2006, Board of Governors (2001 – 2007), Planning Committee (Past Chair 1999-2001), Procurement Committee, Globalization Committee
- North American SIMMOD Users’ Group (Past Chair 1997-1999)
- Airport Minority Advisory Council (AMAC)
- Institute for Operations Research and the Management Sciences (INFORMS), Aviation Applications Section (Past Chair 1995-1996)
- Transportation Research Board, Committees: Airfield and Airspace Capacity and Delay, Airport Terminals and Ground Access, Aviation Economics & Forecasting
Paul T. Fishburn
Vice President

Over 21 years experience analyzing airport and other transportation facilities, including 15 years project management. Extensive experience evaluating airport terminals including passenger flows and processing facilities, and security.


TransSolutions, LLC, Fort Worth, Texas - November 1998 - Present
Vice President, January 2008 - Present
Director, January 2005 - December 2007
Managing Associate, January 1999 - December 2004
Senior Associate, November 1998 - December 1998

The SABRE Group, Fort Worth, Texas - August 1992 - November 1998
Senior Consultant, February 1994 - November 1998
Consultant, August 1992 - January 1994

EXPERIENCE

Airport Terminal Design, Development, and Evaluation. Project Manager or Lead Analyst for reviews of existing and proposed airport terminal designs. Projects include:

Austin Bergstrom International Airport
Security Screening Checkpoint Capacity Analyses. Managed capacity evaluation and development of future requirements for security screening checkpoints. Analyses identified current performance, estimated immediate-term performance and additional facility requirements and estimated short-term facility requirements. Efforts included data collection, developing several levels of forecasted future passenger demand, and performing break-point analyses to estimate life of immediate-term solution.

William P. Hobby Airport - Houston
Master Plan Support. Managed terminal and curbside roadway capacity studies to develop baseline and support lead-up to Master Plan effort. Studies included performing simulation analyses of security screening checkpoint, and terminal loop roadway and terminal curbsides. Also managed development of on-airport parking requirements. Efforts included data collection, developing passenger and vehicle demand, and meeting with project consultant team and stakeholders.

George Bush Intercontinental Airport – Houston
Master Plan Support. Managed terminal and curbside roadway capacity studies to develop baseline and support lead-up to Master Plan effort. Studies including performing simulation analyses of Terminal D check-in hall, security, departures level, arrivals corridors, curbside roadways, baggage screening and gates. Studies also included baseline evaluation of terminal roadway loops and terminal curbsides. Efforts included data collection, developing passenger, vehicle, and baggage demand, and meeting with project consultant team and stakeholders.

Boston Logan International Airport
Security Screening Checkpoint Capacity. Managed capacity evaluation of proposed consolidated security screening checkpoint for Terminal C. Analyses performed for three
demand levels and included identifying lane, ID-check officer, and queuing area requirements. Also quantified oversized baggage demand and meeter/greeter congestion in departures hall. Follow-on analyses included additional demand, screening equipment, and check-in hall capacity scenarios.

**Tampa International Airport**

**Baggage Claim Reconfiguration Support.** Managed evaluation of preferred concept for redevelopment of the domestic baggage claim facilities at TPA. Analyses conducted for short- and long-term planning horizons for selected areas of the baggage claim hall and included bag claim devices, passenger waiting area, and nearby flow areas.

**Baltimore/Washington International Thurgood Marshall Airport**

**Passenger Processing Metrics Update.** Managed terminal performance and requirements update. Analyses included simulating terminal flows and processes reflecting current (2013) layout, operations, and airline locations in the terminal. Analyses reviewed all major arriving and departing passenger processing facilities including check-in, security, concourses, gates holdrooms, baggage claim, visitor areas, and international arrivals processing. Study also identified baggage screening requirements.

**Terminal Modernization Program.** Managed demand development of and simulation analyses to quantify passenger terminal requirements for five planning-day flight schedules for Terminals C, D, and E. Facilities reviewed included ticketing, security screening, baggage screening, bag claim, and international arrivals facilities. Participated in Team development and evaluation of alternatives for near-term terminal improvements. Follow-on support provided included additional analyses of baggage screening requirements for international Terminal E, to support refinement for first-step security screening checkpoint projects, and to evaluate short-term facility needs to accommodate new airline consolidation operations.

**Amenities Integration.** Managed analyses to identify impacts of proposed amenities placement locations in airport concourses. Quantified the Level of Service provided to passengers in selected concourse locations for two demand levels.

**Long Range Needs Assessment.** Performed gating analysis to identify active gate and overnight parking requirements for five concourses. Analyses were performed for current and three future planning-day flight schedules.

**Terminal Capacity Analyses Update.** Managed update of existing terminal performance and capacity. Study included updating design-day passenger demand and terminal simulation model to reflect 2006 peak-month operations and facilities. Quantified baseline performance for ticketing, security, corridors, gates, and baggage claim facilities throughout the airport.

**New York LaGuardia Airport**

**Terminal Renovation.** Managed analysis of outbound passenger facilities in the Central Terminal to determine if renovation plans would provide desired passenger service. Study focused on security screening checkpoint and passenger flow. Also performed high-level analyses to estimate baggage screening equipment requirements for several screening layout options.

**Miami International Airport**

**Baggage System Input Study.** Studied the process of entering bags into the American Airlines' baggage handling system at existing check-in and recheck facilities to identify any congestion points. Study included check-in and recheck processing, baggage screening processes, and bag take-away belts.
Interim Ticketing Hall Study. Performed evaluation of interim ticketing hall layout and operations proposed for construction phasing at the MIA North Terminal. Quantified passenger waiting times and Levels of Service and estimated baggage screening equipment requirements.

Terminal Development and Operations. Managed evaluation of various facilities within the North Terminal being developed at MIA. Estimated service levels provided to passengers under revised passenger forecasts for the people-mover system, security checkpoints, Federal Inspection Services (FIS) facilities, vertical circulation cores, corridors, and the baggage system.

Gating Analysis. Examined international gate utilization at MIA subject to existing gating policies and constraints. Showed that shifting international carriers to alternate concourses would allow short-term growth for American Airlines during international flight peak periods.

Baggage System Design. Project Manager and Lead Analyst for simulation analyses of baggage handling systems, including conveyors, inputs, bag-staging and in-line baggage screening processes. Projects include:

Dallas/Fort Worth International Airport
Baggage System Capacity Evaluation. As part of the DFW Terminal Area Redevelopment Program, estimated peak-hour originating baggage flows to identify if capacity issues with current baggage screening system would be expected in the future. Project included developing a full-gate terminal use planning-day flight schedule as basis for baggage forecast.

Hartsfield-Jackson Atlanta International Airport
70% Design Evaluation. Managed simulation analysis of Maynard H. Jackson International Terminal (MHJIT) baggage system to respond to TSA 70% design evaluation. Effort included developing design-day baggage flow volumes for forecasted opening-day flight schedule, and evaluating screening and overall capacity of baggage system, including basic control logic.

Baggage System and Sortation Capacity. Managed evaluation of Concourse E baggage system at ATL to determine impact of future growth in baggage demand and new baggage demand streams to be handled by system. Effort also included developing baggage demand profile for future flight schedule.

In-Line Baggage Screening Planning. Managed extensive simulation modeling to support the integration of in-line EDS baggage screening into the airport's existing Terminal North, Terminal South, and Concourse E. Worked with numerous stakeholders including the airport, airlines, TSA, and Boeing to reach consensus on proposed designs.

JFK International Airport – New York
Terminal 8 Baggage Screening. Managed evaluation of in-line baggage screening system for American Airline's new Terminal 8. Determined design-day peak-hour baggage demand, estimated baggage screening equipment and staffing requirements and baggage handling system capacity, and quantified baggage delivery times. Follow-on studies identified system requirements for increased demand levels and updated flight schedules, system expansion, updated system control logic, and new ticketing hall operations.

Miami International Airport
Baggage Input Capacity. Performed baggage system input and in-lobby baggage screening flow study to identify potential capacity shortages in overall baggage handling process for American Airlines through a short-term planning horizon.

Gate-Delivery Baggage System Study. Led effort to evaluate and compare the performance of two baggage system designs proposed for the North Terminal. Developed simulation models that tracked all individual bag movements, system operations, and handling procedures. Determined that system performance was comparable but not completely sufficient in either case.

Ramp Vehicles and GSE Simulation. Analyzed ramp vehicle traffic at MIA around the proposed D/E expanded terminal configuration for American Airlines. Identified areas of congestion on ramp roadways and in baggage areas, and estimated service time dependability for ramp vehicles.

Pedestrian Flow/People Mover System Studies. Project Manager and Lead Analyst for simulation analyses of pedestrian-flow facilities and people mover stations and systems. Projects include:

Meadowlands Sports Complex

Train Station Capacity and Evacuation. Managed review of train station design concept in light of stadium-event customer traffic. Design was reviewed for typical operations and to determine if National Fire Protection Association (NFPA) 130 evacuation guidelines would be met.

Mirage Las Vegas

Signage Location Study. Performed project to support a new signage installation project at The Mirage Las Vegas property. Developed customer and vehicle flow network models for interior and surrounding property, performed signage audit to identify current information available to customers, and recommended locations and potential content for new facility signs. Follow-on analyses recommended additional signage locations and proposed path relocations and widening to improve future customer flows.

Bally's Las Vegas/MGM Grand Monorail

Monorail Station and Access Evaluation. Evaluated the performance of a proposed monorail running between Bally's and MGM Grand Casinos in Las Vegas. Examined all train and customer movements within the system. Identified possible customer congestion points and recommended additional customer access to the MGM Grand station.
## SCHEDULE OF SUBCONSULTANTS

<table>
<thead>
<tr>
<th>No.</th>
<th>Firm Name</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Jacobsen Daniels Associates</td>
<td>Airside, terminal, landside facilities planning, and general airport Planning</td>
</tr>
<tr>
<td>2.</td>
<td>Garth Solutions, Inc.</td>
<td>Public outreach, involvement &amp; messaging</td>
</tr>
<tr>
<td>3.</td>
<td>Mead and Hunt</td>
<td>Aircraft noise analysis, planning support</td>
</tr>
<tr>
<td>4.</td>
<td>Nova Consultants</td>
<td>Environmental and engineering feasibility</td>
</tr>
<tr>
<td>5.</td>
<td>TransSolutions</td>
<td>Airfield &amp; airspace simulation</td>
</tr>
<tr>
<td>6.</td>
<td>Unison Consulting Group</td>
<td>Financing analysis, business planning and forecast support</td>
</tr>
<tr>
<td>7.</td>
<td>XIP</td>
<td>Information technology, security planning</td>
</tr>
<tr>
<td>8.</td>
<td>Planning Technology, Inc.</td>
<td>Airspace and obstruction analyses</td>
</tr>
</tbody>
</table>
LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) SUBCONTRACTOR/SUPPLIER

This form(s) should be returned with the Vendor's submittal. If not provided with solicitation submittal, the Vendor must supply information within three business days of County's request. This form is to be completed and signed for each CBE firm. Vendor should scan and upload the completed, signed form(s) in BidSync.

Solicitation Number: R1277902P1 Project Title: Airport Planning Consultant Services

Bidder/Offeror Name: Kimley-Horn and Associates, Inc.
Authorized Representative: David Rickerson Phone: 954-535-5100

CBE Subcontractor/Supplier Name: INova Consulting
Address: 3323 West Commercial Blvd., Suite 250 City: Fort Lauderdale State: Florida Zip: 33309
Authorized Representative: Maria J. Molina Phone: 954-731-8140

A. This is a letter of intent between the bidder/offor on this project and a CBE firm for the CBE to perform subcontracting work on this project.
B. By signing below, the bidder/offor is committing to utilize the above-named CBE to perform the work described below.
C. By signing below, the above-named CBE is committing to perform the work described below.
D. By signing below, the bidder/offor and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

<table>
<thead>
<tr>
<th>Work to be performed by CBE Firm</th>
<th>NAICS</th>
<th>CBE Contract Amount</th>
<th>CBE Percentage of Total Project Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Engineering</td>
<td>541330</td>
<td></td>
<td>7%</td>
</tr>
</tbody>
</table>

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Subcontractor/Supplier Authorized Representative

Bidder/Offeror Authorized Representative

* Visit http://www.census.gov/eos/www/naics/ to search. Match type of work with NAICS code as closely as possible.
† To be provided only when the solicitation requires that bidder/offor include a dollar amount in its bid-offer.
LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) SUBCONTRACTOR/SUPPLIER

This form(s) should be returned with the Vendor's submittal. If not provided with solicitation submittal, the Vendor must supply information within three business days of County's request. This form is to be completed and signed for each CBE firm. Vendor should scan and upload the completed, signed form(s) in BidSync.

Solicitation Number: R1277902P1 Project Title: Airport Planning Consultant Services

Bidder/Offeror Name: Kimley-Horn and Associates, Inc.
Address: 600 N. Pine Island Rd. City: Plantation State: Florida Zip: 33324
Authorized Representative: David Kickerson Phone: 954-535-5100

CBE Subcontractor/Supplier Name: Garth Solutions, Inc.
Address: 7951 Riviera Blvd, Ste 411 City: Miramar State: Florida Zip: 33023
Authorized Representative: Yvonne Garth Phone: 954-727-3001

A. This is a letter of intent between the bidder/offoror on this project and a CBE firm for the CBE to perform subcontracting work on this project.
B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
C. By signing below, the above-named CBE is committing to perform the work described below.
D. By signing below, the bidder/offoror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

<table>
<thead>
<tr>
<th>Work to be performed by CBE Firm</th>
<th>Description</th>
<th>NAICS'</th>
<th>CBE Contract Amount</th>
<th>CBE Percentage of Total Project Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Involvement</td>
<td>541820</td>
<td></td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Subcontractor/Supplier Authorized Representative

Bidder/Offeror Authorized Representative

* Visit http://www.census.gov/eos/www/naics/ to search. Match type of work with NAICS code as closely as possible.
† To be provided only when the solicitation requires that bidder/offoror include a dollar amount in its bid-offer.
EXHIBIT C-2
CERTIFICATION OF PAYMENTS TO SUBCONSULTANTS AND SUPPLIERS

Contract No. __________________
Project Title: ________________________

The undersigned Consultant hereby swears under penalty of perjury that:

1. Consultant has paid all subconsultants and suppliers all undisputed contract obligations for labor, services, or materials provided on this project through ____________, 20___.

2. The following subconsultants and suppliers have not been paid because of disputed contractual obligations; a copy of the notification sent to each, explaining the good cause why payment has not been made, is attached to this form:

<table>
<thead>
<tr>
<th>Subconsultant/Supplier name and address</th>
<th>Date of disputed invoice</th>
<th>Amount in dispute</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dated ____________, 20___

Consultant

By ____________________
(Signature)
By ____________________
(Name and Title)

STATE OF ____________________
COUNTY OF ____________________

Acknowledged before me this ______ day of ____________, 20___, by ____________________, who is personally known to me or who has produced ____________________ as identification and who did/did not take an oath.

WITNESS my hand and official seal, this ______ day of ____________, 20__.

(Signature of person taking acknowledgment)
(Print Name of officer taking acknowledgment)

My commission expires: (Serial number, if any)
MONTHLY (CBE) UTILIZATION REPORT

Report No._____

<table>
<thead>
<tr>
<th>Contract #:</th>
<th>Contract Amount:</th>
<th>Date Form Submitted:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Description:</th>
<th>Project Completion Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prime Contractor:</th>
<th>Period Ending:</th>
<th>Amt. Paid to Prime:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Person:</th>
<th>Telephone#: ( )</th>
<th>Fax#: ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SUBCONTRACTING INFORMATION

TO BE SUBMITTED TO BROWARD COUNTY OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

<table>
<thead>
<tr>
<th>CBE Subcontractor</th>
<th>Address</th>
<th>Description of Work</th>
<th>Original Agreed Price</th>
<th>Revised Agreed Price</th>
<th>% of work Completed to Date</th>
<th>Amount Paid This Period</th>
<th>Amount Paid To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Amount Paid to Subcontractors to Date: $0.00

I certify that the information submitted in this report is in fact true and correct to the best of my knowledge.

Signature: Title: Date:

Note: The information provided herein is subject to verification by the Office of Economic and Small Business Development.
## OESBD MONTHLY UTILIZATION REPORT NUMBER

Submitted From iContractsCentral By:

**Agreement:**

- Date Entered:
- Reporting Date:
- Subs Paid as of Date:
- Current Contract Amount:
- Goal Type:
- County Established(CE)%:
- Vendor Committed(VC)%:
- Attained(AT)%:
- CE Amount:
- VC Amount:
- AT Amt(Total Paid to Cert Subs):
- Total Paid to Non Part Subs:

### SUB CONTRACTING INFORMATION

<table>
<thead>
<tr>
<th>Sub Vendor Name</th>
<th>Goal Type</th>
<th>Speciality</th>
<th>Sub Estimated Complete</th>
<th>Sub Estimated Committed Amount</th>
<th>Previous Paid to Date Amount</th>
<th>Paid This Report</th>
<th>New Paid To Date Amount</th>
</tr>
</thead>
</table>

- Previous PTD Cert
- Paid this MUR Cert
- New PTD Cert
- Previous PTD Non Part
- Paid this MUR Non Part
- New PTD Non Part

I certify that the information submitted in this report is true and correct to the best of my knowledge.

Signature: __________________________ Title: __________________________ Date: __________________________

Created Date: 5/5/2015 11:10:30 AM

Note: The information provide herein is subject to verification by the Office of Economic and Small Business Development.
# NON - CBE UTILIZATION REPORT

**Report No.**

<table>
<thead>
<tr>
<th>Contract #:</th>
<th>Contract Amount:</th>
<th>Date Form Submitted:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Project Description:</th>
<th>Project Completion Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Prime Contractor:</th>
<th>Period Ending:</th>
<th>Amt. Paid to Prime:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Contact Person:</th>
<th>Telephone#: ( )</th>
<th>Fax#: ( )</th>
</tr>
</thead>
</table>

## Non - CBE SUBCONTRACTING INFORMATION

<table>
<thead>
<tr>
<th>Non - CBE Subcontractor</th>
<th>Address</th>
<th>Description of Work</th>
<th>Original Agreed Price</th>
<th>Revised Agreed Price</th>
<th>% of work Completed to Date</th>
<th>Amount Paid This Period</th>
<th>Amount Paid To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Amount Paid to Subcontractors to Date:** $0.00

I certify that the information submitted in this report is in fact true and correct to the best of my knowledge.

**Signature:**

**Title:**

**Date:**
# FINAL (CBE) UTILIZATION REPORT

**Contract #:**

**Contract Amount:**

**Date Form Submitted:**

**Project Description:**

**Project Completion Date:**

**Prime Contractor:**

**Period Ending:**

**Amt. Paid to Prime:**

**Contact Person:**

**Telephone#: ( )**

**Fax#: ( )**

---

## SUBCONTRACTING INFORMATION

TO BE SUBMITTED TO BROWARD COUNTY OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

<table>
<thead>
<tr>
<th>CBE Subcontractor</th>
<th>Address</th>
<th>Description of Work</th>
<th>Original Agreed Price</th>
<th>Revised Agreed Price</th>
<th>% of work Completed to Date</th>
<th>Amount Paid This Period</th>
<th>Amount Paid To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Amount Paid to Subcontractors to Date:**

---

I certify that the information submitted in this report is in fact true and correct to the best of my knowledge

**Signature:**

**Title:**

**Date:**

---

**Note:** The information provided herein is subject to verification by the Office of Economic and Small Business Development.

---

OESBD Compliance Form 2009-MUR-F
EXHIBIT D
INSURANCE REQUIREMENTS
This page is intentionally left blank
CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFRMS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<table>
<thead>
<tr>
<th>INSURER NAME</th>
<th>ADDRESS</th>
<th>TYPE OF INSURANCE</th>
<th>POLICY NUMBER</th>
<th>LIMITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Union Fire Ins Co</td>
<td>19445</td>
<td>COMMERCIAL GENERAL LIABILITY</td>
<td>9645227</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Commerce &amp; Industry Insurance</td>
<td>19410</td>
<td>UMBRELLA LIABILITY</td>
<td>4982985</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101; Additional Remarks Schedule, if more space is required)

Re: Airport Planning Consultant Services; RFP #R1277902P1; Dave Rickerson. Broward County is named as an Additional Insured on the above referenced liability policies with the exception of workers compensation & professional liability where required by written contract. Should any of the above described policies be cancelled by the issuing insurer before the expiration date thereof, 30 days' written notice (except 10 days for nonpayment of premium) will be provided to the Certificate Holder named below.

CERTIFICATE HOLDER

Broward County Aviation Department
Attention: Michael Pacitto
2200 SW 45th Street
Suite 101
Dania Beach, FL 33312

AUTHORIZED REPRESENTATIVE

David Collings/JERRY

ACORD 25 (2010/05) © 1988-2010 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD
This page is intentionally left blank
EXHIBIT E

Work Authorization No. __________________, RLI/RFP No. __________________

Consultant: ____________________________
Project No.: ____________________________
Project Title: ____________________________
RLI/RFP Title: ____________________________
Facility Name: ____________________________

This Work Authorization (WA) is issued pursuant to the Agreement between Broward County and ____________________________, for Consultant Services in Broward County, which was approved by the Board of County Commissioners on ___________. Except as provided for herein, nothing contained in this Work Authorization shall alter, modify or change in any way the terms and conditions of the Agreement with the County. This Work Authorization provides for services consistent with the Agreement referenced above and as specifically described in the attached proposal and scope. Payment for such services shall be in accordance with the Agreement.

The time period for this Work Authorization shall consist of _____ (___) calendar days. This Work Authorization shall not extend beyond the Agreement term without the approval of the Board of County Commissioners, unless expressly provided for in the Agreement.

In consideration of the County’s issuance of, payment under and the grant of _____ days for completion of the Work in this Work Authorization, Consultant waives and releases any and all claims associated with the performance of the Work described in this Work Authorization. This Work Authorization constitutes full accord and satisfaction of all claims for time and compensation associated with the Work authorized by this Work Authorization for events actions occurring prior to execution of this Work Authorization.

<table>
<thead>
<tr>
<th>Budget</th>
<th>Requisition Number</th>
<th>Aviation Department Division</th>
</tr>
</thead>
</table>

Fee Determination: Payment for services under this WA shall be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Lump Sum</th>
<th>Maximum Amount Not-to-Exceed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reimbursable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

RFP# R1277902P1/Airport Planning Consultant Services Page 41 of 61 BCF #403 (Rev. 01.02.15)
EXHIBIT F
OPTIONAL SERVICES
NOT USED
I. NONDISCRIMINATION - 49 CFR PART 21 REQUIREMENTS

During the performance of this contract, the Consultant/Contractor/Tenant/Concessionaire/Lessee/Permittee/Licensee for itself, its personal representatives, assigns and successors in interest (hereinafter referred to collectively as the "Contractor") agrees as follows:

(a) **Compliance With Regulations.** The Contractor shall comply with the Regulations relative to nondiscrimination in Federally Assisted Programs of the Department of Transportation (hereinafter, "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.

(b) **Nondiscrimination.** The Contractor shall not discriminate on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation in the selection and retention of subconsultants, including procurement of materials and leases of equipment. The Contractor shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.

(c) **Solicitation for Subconsultants, Including Procurement of Materials and Equipment.** In all solicitation either by competitive bidding or negotiation made by the Contractor for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subconsultant or supplier shall be notified by the Contractor of the Contractor's obligation under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation.

(d) **Information and Reports.** The Contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the County or the Federal Aviation Administration (FAA) to be pertinent to ascertain compliance with such Regulations, orders, and instructions. Where any information required of Contractor is in the exclusive possession of another who fails or refuses to furnish this information, the Contractor shall so certify to the County or the FAA, as appropriate, and shall set forth what efforts it has made to obtain the information.
Sanctions for Noncompliance. In the event of the Contractor's noncompliance with the nondiscrimination provisions of this contract, the County shall impose such contract sanctions as it or the FAA may determine to be appropriate, including, but not limited to: (1) withholding of payments under the contract until there is compliance, and/or (2) cancellation, termination, or suspension of the contract, in whole or in part. In the event of cancellation or termination of the contract (if such contract is a lease), the County shall have the right to re-enter the Premises as if said lease had never been made or issued. These provisions shall not be effective until the procedures of Title 49 CFR Part 21 are followed and completed, including exercise or expiration of appeal rights.

Incorporation of Provisions. The Contractor shall include the provisions of paragraphs (a) through (e), above, in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Contractor shall take such action with respect to any subcontract or procurement as the County or the FAA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event Contractor becomes involved in, or is threatened with, litigation with a subconsultant or supplier as a result of such direction, the Contractor may request the County to enter into such litigation to protect the interests of the County and, in addition, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

The Contractor, as a part of the consideration hereof, does hereby covenant and agree that in the event facilities are constructed, maintained, or otherwise operated on the said property described in this contract, for a purpose for which a DOT program or activity is extended or for another purpose involving the provision of similar services or benefits, the Contractor shall maintain and operate such facilities and services in compliance with all other requirements imposed pursuant to 49 CFR Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation, and as said Regulations may be amended.

The Contractor, as a part of the consideration hereof, does hereby covenant and agree that: (1) no person on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under the premises and the furnishing of services thereon, no person on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, and (3) that the Contractor shall use the premises in compliance with all other requirements imposed by or pursuant to 49 CFR Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation, and as said Regulations may be amended.
II. NONDISCRIMINATION - 14 CFR PART 152 REQUIREMENTS

During the performance of this contract, the Contractor, for itself, its assignees and successors in interest agrees as follows:

The Contractor agrees to undertake an affirmative action program as required by 14 CFR Part 152, Subpart E, to insure that no person shall on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation be excluded from participation in any employment, contracting, or leasing activities covered in 14 CFR Part 152, Subpart E. The Contractor agrees that no person shall be excluded on these grounds from participating in or receiving the services or benefits of any program or activity covered by this Subpart. The Contractor agrees that it will require its covered suborganizations to provide assurances to the Contractor that they similarly will undertake affirmative action programs and that they will require assurances from their suborganizations as required by 14 CFR Part 152, Subpart E, to the same effect.

The Contractor agrees to comply with any affirmative action plan or steps for equal employment opportunity required by 14 CFR Part 152, Subpart E, as part of the affirmative action program, and by any federal, state, County or local agency or court, including those resulting from a conciliation agreement, a consent decree, court order or similar mechanism. The Contractor agrees that state or County affirmative action plans will be used in lieu of any affirmative action plan or steps required by 14 CFR Part 152, Subpart E, only when they fully meet the standards set forth in 14 CFR 152.409. The Contractor agrees to obtain a similar assurance from its covered organizations, and to cause them to require a similar assurance of their covered suborganizations, as required by 14 CFR Part 152, Subpart E.

If required by 14 CFR Part 152, Contractor shall prepare and keep on file for review by the FAA Office of Civil Rights an affirmative action plan developed in accordance with the standards in Part 152. The Contractor shall similarly require each of its covered suborganizations (if required under Part 152) to prepare and to keep on file for review by the FAA Office of Civil Rights, an affirmative action plan developed in accordance with the standards in Part 152.

If Contractor is not subject to an affirmative action plan, regulatory goals and timetables, or other mechanism providing for short and long-range goals for equal employment opportunity under Part 152, then Contractor shall nevertheless make good faith efforts to recruit and hire minorities and women for its aviation workforce as vacancies occur, by taking any affirmative action steps required by Part 152. Contractor shall similarly require such affirmative action steps of any of its covered suborganizations, as required under Part 152.

Contractor shall keep on file, for the period set forth in Part 152, reports (other than those submitted to the FAA), records, and affirmative action plans, if applicable, that will enable the FAA Office of Civil Rights to ascertain if there has been and is compliance with this
subpart, and Contractor shall require its covered suborganizations to keep similar records as applicable.

Contractor shall, if required by Part 152, annually submit to the County the reports required by Section 152.415 and Contractor shall cause each of its covered suborganizations that are covered by Part 152 to annually submit the reports required by Section 152.415 to the Contractor who shall, in turn, submit same to the County for transmittal to the FAA.

III. NONDISCRIMINATION - GENERAL CIVIL RIGHTS PROVISIONS

The Contractor, for itself, its assignees and successors in interest agrees that it will comply with pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation be excluded from participating in any activity conducted with or benefiting from Federal assistance. This Provision obligates the Contractor or its transferee, for the period during which Federal assistance is extended to the airport program, except where Federal assistance is to provide, or is in the form of personal property or real property or interest therein or structures or improvements thereon. In these cases, the Provision obligates the party or any transferee for the longer of the following periods: (a) the period during which the property is used by the sponsor or any transferee for a purpose for which Federal assistance is extended, or for another purpose involving the provision of similar services or benefits; or (b) the period during which the airport sponsor or any transferee retains ownership or possession of the property. In the case of contractors, this Provision binds the contractors from the bid solicitation period through the completion of the contract.

IV. NONDISCRIMINATION - 49 CFR PART 26

Contractors shall not discriminate on the basis of race, color, religion, gender, national origin, age, marital status, political affiliation, familial status, physical or mental disability, or sexual orientation in the performance of this contract. Failure by the Contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the County deems appropriate.
ATTACHMENT II

PROVISIONS PERTAINING TO AIRPORT PROJECTS
ALL CONSULTANTS/CONTRACTOR AGREEMENTS:

[USE THE TERMS COMPANY, CONSULTANT OR CONTRACTOR AS APPLICABLE]

1. SECURITY

Airport Security Program and Aviation Regulations.
Consultant/contractor agrees to observe all security requirements and other requirements of the Federal Aviation Regulations applicable to Consultant/contractor, including without limitation, all regulations of the United States Department of Transportation, the Federal Aviation Administration and the Transportation Security Administration. Consultant/contractor also agrees to comply with the County’s Airport Security Program and the Air Operations Area (AOA) Vehicle Access Program, and any amendments thereto, and to comply with such other rules and regulations as may be reasonably prescribed by the County, and to take such steps as may be necessary or directed by the County to ensure that subconsultants/subcontractors, employees, invitees and guests of Consultant/contractor observe these requirements. If required by the Aviation Department, Consultant/contractor shall conduct background checks of its employees in accordance with applicable Federal Regulations. If as a result of the acts or omissions of Consultant/contractor, its subconsultants/subcontractors, employees, invitees or guests, the County incurs any fines and/or penalties imposed by any governmental agency, including without limitation, the United States Department of Transportation, the Federal Aviation Administration or the Transportation Security Administration, or any expense in enforcing any Federal regulations, including without limitation, airport security regulations, or the rules or regulations of the County, and/or any expense in enforcing the County’s Airport Security Program, then Consultant/contractor agrees to pay and/or reimburse to County all such costs and expenses, including all costs of administrative proceedings, court costs, and attorney’s fees and all costs incurred by County in enforcing this provision. Consultant/contractor further agrees to rectify any security deficiency or other deficiency as may be determined as such by the County or the United States Department of Transportation, Federal Aviation Administration, the Transportation Security Administration, or any other Federal agency with jurisdiction. In the event Consultant/contractor fails to remedy any such deficiency, the County may do so at the sole cost and expense of Consultant/contractor. The County reserves the right to take whatever action is necessary to rectify any security deficiency or other deficiency.

(a) Access to Security Identification Display Areas and Identification Media. The consultant/contractor shall be responsible for requesting the Aviation Department to issue Airport Issued Identification Media to all employees who are authorized access to Security Identification Display Areas ("SIDA") on the Airport, as designated in the Airport Security Program. In addition, consultant/contractor shall be responsible for the immediate reporting of all lost or stolen Airport Issued Identification Media and the immediate return of the media of consultant/contractor’s personnel transferred from the Airport, or terminated from the employment of the consultant/contractor, or upon termination of this Agreement. Before an Airport Issued Identification Media is issued to an employee, consultant/contractor shall comply with the requirements of applicable
Federal regulations with regard to fingerprinting for criminal history record checks and security threat assessments, and shall require that each employee complete security training programs conducted by the Aviation Department. The consultant/contractor shall pay or cause to be paid to the Aviation Department such charges as may be established from time to time for lost or stolen Airport Issued Identification Media and those not returned to the Aviation Department in accordance with these provisions. The Aviation Department shall have the right to require the consultant/contractor to conduct background investigations and to furnish certain data on such employees before the issuance of Airport Issued Identification Media, which data may include the fingerprinting of employee applicants for such media.

(b) **Operation of Vehicles on the AOA:** Before the consultant/contractor shall permit any employee of consultant/contractor or of any subconsultant/subcontractor to operate a motor vehicle of any kind or type on the AOA (and unless escorted by an Aviation Department approved escort), the consultant/contractor shall ensure that all such vehicle operators possess current, valid, and appropriate Florida driver's licenses. In addition, any motor vehicles and equipment of consultant/contractor or of any subconsultant/subcontractor operating on the AOA must have an appropriate vehicle identification permit issued by the Aviation Department, which identification must be displayed as required by the Aviation Department.

(c) **Consent to Search/Inspection:** The consultant/contractor agrees that its vehicles, cargo, goods and other personal property are subject to being inspected and searched when attempting to enter or leave and while on the AOA. The consultant/contractor further agrees on behalf of itself and its subconsultant/subcontractors, that it shall not authorize any employee or other person to enter the AOA unless and until such employee or other person has executed a written consent-to-search/inspection form acceptable to the Aviation Department. Consultant/contractor acknowledges and understands that the foregoing requirements are for the protection of users of the Airport and are intended to reduce incidents of cargo tampering, aircraft sabotage, thefts and other unlawful activities at the Airport. For this reason, consultant/contractor agrees that persons not executing such consent-to-search/inspection form shall not be employed by the consultant/contractor or by any subconsultant/subcontractor at the Airport in any position requiring access to the AOA or allowed entry to the AOA by the consultant/contractor or by any subconsultant/subcontractor.

(d) Consultant/contractor understands and agrees that if any of its employees, or the employees of any of its subconsultants/subcontractors, are required in the course of the work to be performed under this Agreement to access or otherwise be in contact with Sensitive Security Information ("SSI") as defined and construed under Federal law, that individual will be required to execute a Sensitive Security Information Non-Disclosure Agreement promulgated by the Aviation Department.

(e) The provisions hereof shall survive the expiration or any other termination of this Agreement.
2. **PROHIBITED INTERESTS**

If this Agreement is funded by any federal or state grants, then, in that event, no member, officer, or employee of County during his or her tenure or for two (2) years thereafter shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

Consultant/contractor agrees to insert the foregoing sentence in any agreements between consultant/contractor or subconsultants/subcontractors engaged to provide services pursuant to this Agreement.

If any such present or former member, officer, or employee has such an interest and if such interest as set forth above is immediately disclosed to the County, the County with prior approval of the funding agency, may waive the prohibition contained in this subsection; provided that any such present member, officer, or employee shall not participate in any action by the County relating to such Agreement.

3. **RECORDS**

Consultant/contractor shall keep such books, records and accounts and require any and all consultants/contractors or subconsultants/subcontractors to keep such books, records and accounts as may be necessary in order to record complete and correct entries as to personnel hours charged to the Project and any expenses for which consultant/contractor expects to be reimbursed. In addition, to the above, the consultant/contractor shall maintain an acceptable cost accounting system. All work, materials, payrolls, books, accounts, documents, and records relative to the Project, or directly pertinent to the specific contract for the purposes of making an audit, examination, excerpt or transcription shall be available at all reasonable times for examination and audit by County, and in the event such Agreement is subject to federal or state funding or grants, by the Federal Aviation Administration, the Comptroller General of the United States, the Florida Department of Transportation, or any of their duly authorized representatives. Such books, records and accounts shall be kept for the "Retention Period" (as hereinafter defined). Incomplete or incorrect entries in such books, records or accounts shall be grounds for County's disallowance of any fees or expenses based upon such entries. All books, records and accounts which are considered public records shall, pursuant to Chapter 119, Florida Statutes, be kept by consultant/contractor in accordance with such statutes. The "Retention Period" shall be defined as the greater of: (i) the required retention period of the Florida Public Records Act (Chapter 119, Fla. Stat.), if applicable, or (ii) for a period of three (3) years after final payment and the completion of all work to be performed pursuant to this Agreement, or if any audit has been initiated and audit findings have not been resolved at the end of the three years, the books and records shall be retained until resolution of the audit findings, or (iii) if this Project is subject to Florida Department of Transportation grants, for a period of five (5) years after final payment and the completion of all work to be performed pursuant to this Agreement, or if any audit has been initiated and audit findings have not been resolved at the end of the five years, the books and records shall be retained until resolution of the audit findings.
4. **PROTECTION OF RECORDS**

Consultant/contractor shall protect from harm and damage all data, drawings, specifications, designs, models, photographs, reports, surveys and other data created or provided in connection with this Agreement (collectively, "County Property"), while such data and materials are in consultant's/contractor's possession. Such duty may include, but is not limited to, making back-up copies of all data stored by electronic device on any media, taking reasonable actions to prevent damage by impending flood or storm (including, but not limited to, removing the County Property to a safe location), and establishing and enforcing such security measures as are reasonably available, considering the customary practice within consultant's/contractor's trade or profession. If requested by County, consultant/contractor shall furnish to County copies of any and all disks containing drawings and other pertinent data prepared by consultant/contractor in conjunction with this Agreement.

5. **BREACH OF CONTRACT TERMS - SANCTIONS**

Any violation or breach of the terms of this contract on the part of the consultant/contractor or subconsultant/subcontractor may result in the suspension or termination of this contract or such other action which may be necessary to enforce the rights of the parties of this agreement.

6. **RIGHT TO INVENTIONS**

All rights to inventions and materials generated under this contract are subject to regulations issued by the FAA and the County. Information regarding these rights is available from the FAA and the County.

7. **TRADE RESTRICTION CLAUSES TO BE INCLUDED IN ALL SOLICITATIONS, CONTRACTS, AND SUBCONTRACTS**

The consultant/contractor or subconsultant/subcontractor, by submission of an offer and/or execution of a contract, certifies that it:

a. Is not owned or controlled by one or more citizens of a foreign country included in the list of countries that discriminate against U.S. firms published by the Office of the United States Trade Representative (USTR); and

b. Has not knowingly entered into any contract or subcontract for this project with a person that is a citizen or national of a foreign country on said list, or is owned or controlled directly or indirectly by one or more citizens or nationals of a foreign country on said list; and

c. Has not procured any product nor subcontracted for the supply of any product for use on the project that is produced in a foreign country on said list.
Unless the restrictions of this clause are waived by Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to a consultant/contractor or subconsultant/subcontractor who is unable to certify to the above. If the consultant/contractor knowingly procures or subcontracts for the supply of any product or service of a foreign country on said list for use on the project, the Federal Aviation Administration may direct through the County cancellation of the contract at no cost to the Government.

Further, the consultant/contractor agrees that, if awarded a contract resulting from this solicitation, it will incorporate this provision for certification without modification in each contract and in all lower tier subcontracts. The consultant/contractor may rely on the certification of a prospective subconsultant/subcontractor unless it has knowledge that the certification is erroneous.

The consultant/contractor shall provide immediate written notice to the County if the consultant/contractor learns that its certification or that of a subconsultant/subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The subconsultant/subcontractor agrees to provide written notice to the consultant/contractor if at any time it learns that its certification was erroneous by reason of changed circumstances.

This certification is a material representation of fact upon which reliance was placed when making the award. If it is later determined that the consultant/contractor or subconsultant/subcontractor knowingly rendered an erroneous certification, the Federal Aviation administration may direct through the County cancellation of the contract or subcontract for default at no cost to the Government.

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a consultant/contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

This certification concerns a matter within the jurisdiction of an agency of the United States of America and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

8. **TERMINATION OF CONTRACT (ALL CONTRACTS IN EXCESS OF $10,000)**

a. The County may, by written notice, terminate this contract in whole or in part at any time, either for the County's convenience or because of failure to fulfill the contract obligations. Upon receipt of such notice, services shall be immediately discontinued (unless the notice directs otherwise) and all materials as may have been accumulated in performing this contract, whether completed or in process, delivered to the County.
b. If the termination is for the convenience of the County, an equitable adjustment in the contract price shall be made, but no amount shall be allowed for anticipated profit on unperformed services.

c. If the termination is due to failure to fulfill the consultant's/contractor's obligations, the County may take over the work and prosecute the same to completion by contract or otherwise. In such case, the consultant/contractor shall be liable to the County for any additional cost occasioned to the County thereby.

d. If, after notice of termination for failure to fulfill contract obligations, it is determined that the consultant/contractor had not so failed, the termination shall be deemed to have been effected for the convenience of the County. In such event, adjustment in the contract price shall be made as provided in paragraph b of this clause.

e. The rights and remedies of the County provided in this clause are in addition to any other rights and remedies provided by law or under this contract.

9. SUSPENSION AND DEBARMENT REQUIREMENTS FOR ALL CONTRACTS OVER $25,000 (AND FOR ALL CONTRACTS FOR AUDITING SERVICES REGARDLESS OF THE AMOUNT)

The bidder/offeree/consultant/contractor certifies, by submission of this proposal or acceptance of this contract, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. It further agrees by submitting this proposal that it will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts, and subcontracts. Where the bidder/offeree/consultant/contractor or any lower tier participant is unable to certify to this statement, it shall attach an explanation to this solicitation/proposal.

10. RESTRICTIONS ON LOBBYING

The bidder/offeree/consultant/contractor agrees that no federal appropriated funds have been paid or will be paid by or on behalf of the bidder/offeree/consultant/contractor, to any person for influencing or attempting to influence any officer or employees of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any federal contract, grant, loan or cooperative agreement.

If any funds other than federal appropriated funds have been paid by the bidder/offeree/consultant/contractor to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
Consultant/contractor agrees to insert the foregoing provisions in any agreements between consultant/contractor or subconsultants/subcontractors engaged to provide services pursuant to this Agreement and all bidders/offerors/consultants/contractors and subconsultants/subcontractors shall certify and disclose accordingly.

11. **PROMPT PAYMENT FOR FEDERALLY ASSISTED CONTRACTS**

If this Agreement is funded by any federal grants, then consultant/contractor hereby agrees to pay its subconsultants/subcontractors and suppliers within thirty (30) business days following receipt of payment from the County. Consultant/contractor further agrees, if consultant/contractor has withheld retainage from its subconsultants/subcontractors, to release such retainage and pay same within thirty (30) calendar days following receipt of payment of retained amounts from the County, or within thirty (30) calendar days after a subconsultant/subcontractor has satisfactorily completed its work, whichever shall first occur. This clause applies to both DBE and non-DBE subconsultant/subcontractors.

A finding of non-payment is a material breach of this contract. County may, at its option, increase allowable retainage or withhold progress payments unless and until the consultant/contractor demonstrates timely payments of sums due subconsultant/subcontractor. The presence of a "pay when paid" provision in a contract shall not preclude County inquiry into allegations of non-payment. Further that the remedies above shall not be employed when the consultant/contractor demonstrates that failure to pay results from a bonafide dispute with its subconsultant/subcontractor or supplier. The consultant/contractor shall incorporate this provision into all subcontracts involving federally assisted contracts.

The Assistant Disadvantaged Business Enterprise Liaison Officer will conduct meetings with parties involved in prompt payment disputes to facilitate an amicable resolution.
Broward County Aviation Department (BCAD) utilizes electronic media as the principal way to develop, communicate and archive information concerning its various airport programs.

Prior to development of scope of services for any work authorization or commencing work under any Contract, the Consultant/Contractor must contact the contract administrator and/or designated project manager to verify they have a copy of the latest version of BCAD’s Electronic Media Submittal Requirements. BCAD modifies these requirements as needed to make corrections and/or to keep up with latest industry trends, best practices, guidelines, standards and regulations, as well as, to improve its internal processes. Some requirements below may not apply, or additional requirements may be needed, based on the nature of the scope of services and associated deliverables. Any deviations from the requirements below must be approved by BCAD’s contract administrator or the project manager designated to approve or deny such requests.

(A) General Requirements:

1) All Work, including surveying work, drawings, maps, details or other drawing information to be provided in electronic media by Consultant/Contractor shall be accomplished and developed using computer-aided design (CAD), geographic information system (GIS), and other software and procedures conforming to the following criteria. Electronic data submittals shall also include PDF versions of pages and documentation. The Consultant/Contractor shall expect to produce three primary sets of electronic deliverables:

   • CAD – Engineering Design Drawings
   • GIS – FAA AGIS Submittal, eALP, and BCAD GIS Use
   • PDF – Electronic Document Review and Storage/As-Builts

(B) CAD and GIS Formats:

1) Provide all CAD data in Autodesk, Inc.’s AutoCAD release 2010 or higher for Windows in native .dwg electronic digital format. Provide copies of all drawing sheets or other CAD produced documents intended for hardcopy plotting or printing in plot (.plt) and drawing web format (.dwf) versions of all sheets/documents, formatted to fit BCAD standard cover sheet and title block, as detailed in Section (C) below. All GIS data shall be delivered in formats compatible with ESRI ArcGIS version 9.3 or higher. Specific formats (e.g. shape file, layer files, geodatabase, and/or other file type/structure) shall be of BCAD’s choosing to meet their internal needs as well as FAA requirements. All deliverables must include appropriate metadata conforming to BCAD and FAA standards. When requested, the Consultant/Contractor will be required to ensure that all GIS data is formatted for successful submission to the FAA AGIS portal without any additional
changes required by BCAD staff. Consultant/Contractor GIS and CAD data deliverables shall conform to the latest BCAD and FAA standards and/or guidelines, including but not limited to: FAA Advisory Circulars (AC) 5300/150-16, 17 and 18, and US National CAD Standards.

2) Target OS platform: Windows operating system.

3) Ensure that all digital files and data (e.g., constructs, elements, base files, prototype drawings, reference files, blocks, attribute links, and other files external to the drawing itself) are compatible with the BCADs Target CAD and GIS systems (i.e., basic and advanced CAD and GIS software, platforms, database software/s, geodatabases, etc.), and adhere to the standards and requirements specified herein.

4) The term "compatible" means that data can be accessed directly by the target CAD and GIS software without translation, pre-processing, or post-processing of the electronic digital data files. It is the responsibility of Consultant/Contractor to ensure this level of compatibility.

5) Non-geospatial database delivered with CAD/GIS files must be provided in relational database format compatible with Microsoft Access 2007 or higher, and other compatible format requested by BCAD. Data shall be delivered in an ESRI geodatabase format of BCAD's choosing upon request.

6) Maintain all linkages of non-graphical data with graphic elements, relationships between database tables, and report formats. Consultant/Contractor should work with BCAD to ensure linkages will conform/match those already in place or generated to create such links.

7) All database tables: conform to the structure and field-naming guidance provided upon request by BCAD. Specifically, all database tables shall conform to applicable FAA and BCAD standards and guidelines. All databases shall be compliant with at least MS Access 2007 and/or other format (dbf, xml, ESRI geodatabase, other) as requested by BCAD. Formats may change, at BCADs request, depending on the particulars of the projects. Consultant/Contractor shall inform BCAD of the most suitable format for a given project and explain, in writing, the benefits of that format versus alternatives. BCAD has the final decision as to format regardless of Consultant's/Contractor's written explanation.

8) All CAD and GIS files shall meet FAA/NGS spatial accuracy requirements and be georeferenced as follows:

   North American Datum (NAD) 83, HARN, US Survey Feet
   State Plane Coordinate System, Florida East Zone
   North American Vertical Datum (NAVD) 88, US Survey Feet

9) All data collected shall meet or exceed data acquisition standards established in AC 5300/150-16, 17, and 18, if applicable.
(C) Standards:

1) Standard plotted drawing size: 22 inch x 34 inch sheets unless otherwise specified by BCAD. All drawings shall be formatted to use the BCAD standard Cover Page and Title Block.

2) Coordinate with BCAD concerning the standard file naming protocol to be utilized. Consultant/Contractor may be required to submit drawing files with several naming conventions to satisfy various submittal requirements.

3) Unless otherwise stated, all CAD files shall conform to US National CAD standards (BCADs adopted CAD standard) in addition to FAA standards for submission into the FAA AGIS system.
   a) All building floor plans/elevations shall be drawn and provided in Architectural Units (unless otherwise requested by BCAD).
   b) All other plans (site plans, airfield plans, ALPs, etc.) shall be submitted in Engineering Units (unless otherwise requested by BCAD).

4) Layering:
   a) Conform to the guidelines defined by the US National CAD Standards, appropriate FAA Advisory Circulars and standards, and BCAD standards.
   b) Provide an explanatory list of layers used for each drawing, including those which do not conform to the standards listed above. Submission of layers that do not conform to the standards listed above will require advance BCAD approval.
   c) Raster: All raster files (aerial photography, TIN, DEM, etc.) shall be delivered in georeferenced SID and TIFF formats as defined by BCAD. If files must be tiled, a reference map will be provided depicting the location of each tile image. All raster files shall be tiled if file size reaches a size in excess of what BCAD finds difficult to use.

5) Attribute Definitions:
   a) Obtain latest guidance from BCAD concerning attribute definition, database linking and other information embedding requirements prior to production of documents. All database information shall conform to the latest versions of FAA ACs 150/5300-16, 17, and 18, and other BCAD standards. Additional attributes may be required at the discretion of BCAD.

6) Conformance:
   a) Submit a written request for approval of any deviations from the established CAD/GIS standards. Pre-coordinate the development, use and submittal of 3-D modeling, Building Information Models (BIM), photorealistic renderings, animations, presentations and other visualization/information tools utilized during the design and construction process to ensure compatibility of submittal with County's uses and information systems.
b) No deviations from BCADs established CAD/GIS standards will be permitted unless prior written approval of such deviation has been received from BCAD.

(D) Non-CAD/GIS Graphic Format:

1) Provide digital photography files (unless required in an alternate format such as that needed for CAD/GIS) and other miscellaneous graphics in JPEG and TIFF formats. Photos shall be geotagged in accordance with BCAD standards, if applicable.

(E) Non-Graphic Format:

1) Provide word processing files in Microsoft Word 2007 compatible file formats including all fonts, typefaces, bit-map and vector graphics and other information necessary for remote printing.
2) Provide spreadsheet files in Microsoft Excel 2007 for windows compatible file formats including all fonts, typefaces, bitmap and vector graphics and other information necessary for remote printing.
3) Provide database files in relational database format compatible with Microsoft Access 2007 or higher, and/or other compatible SQL format database including all tables, form and report formats, fonts, typefaces, bit-map and vector graphics and other information necessary for remote printing. Ensure integrity of relational database structure. Consultant/Contractor may be required to ensure that database formats conform and can be integrated with other BCAD legacy applications and systems.

(F) Delivery Media and Format:

1) Submit copies of all CADD/GIS/PDF data and other electronic files developed under this contract on electronic digital media as required for project phase submittals.
2) Provide electronic digital data and files shall be provided on DVD/CD or via secure file transfer protocol (FTP) site.
3) The electronic digital media shall be in the format which can be read and processed by the BCAD’s target CAD/GIS systems.
4) The external label for each electronic digital media shall contain, as a minimum, the following information:
   a) The Project Number, Project Title and date
   b) The Facility Name
   c) The format and version of operating system software
   d) The name and version of utility software used for preparation (e.g., compression/decompression) and copying files to the media
   e) The sequence number of the digital media
   f) A list of the filenames
   g) All requirements to meet or exceed FAA and BCAD standards
5) Before all files are placed on the delivery electronic digital media, the following procedures shall be performed:
a) Ensure that drawing sheets, viewports, paperspace, line weights, fonts, and other drawing components are correctly configured for BCAD's viewing and plotting.

b) Make sure all reference files are attached without device or directory specifications.

c) Compress and reduce all design files using compatible file compression/decompression software approved by BCAD. If the file compression/decompression software is different from that specified above, then an electronic digital media copy of the file compression/decompression software shall be purchased and licensed for BCAD and provided to BCAD with the delivery media.

d) Include all files, both graphic and non-graphic, required for the project. All blocks not provided as BCAD-furnished materials must be provided to BCAD as a part of the electronic digital deliverables.

e) Make sure that all support files, such as those listed above, are in the same directory and that references to those files do not include device or directory specifications.

f) Include any standard sheets (i.e., abbreviation sheets, standard symbol sheets, or other listing) necessary for a complete project. These shall conform to BCAD standard cover sheet and title block pages.

g) Document any fonts, tables, or other similar customized drawing element developed by Consultant/Contractor or not provided among BCAD furnished materials. The contractor shall obtain BCAD’s approval before using anything other than BCAD’s standard fonts, line types, tables, blocks, or other drawing elements available from BCAD.

(G) Drawing Development Documentation:

1) Provide the following information for each finished drawing:

   a) How the data were input (e.g., keyed in, downloaded from a survey total station instrument (include name and model), and other identification data).

   b) Brief drawing development history (e.g., date started, modification date(s) with brief description of item(s) modified, author’s name, and other identifying data.).

   c) The names of the reference, blocks, symbols, details, tables, and schedule files required for the finished drawing.

   d) Layer assignments and lock settings.

   e) Text fonts, line style\types used, and GIS layer file settings.

   f) Any additional information per FAA ACs and BCAD standards.

(H) Submittal:

1) Submit as Project Record Documents specified above and as required for project phase submittals and project record documents.

2) Submit electronic media with a transmittal letter containing, as a minimum, the following information:
a) The information included on the external label of each media unit (label), along with the total number being delivered, and a list of the names and descriptions of the files on each one.
b) Brief instructions for transferring the files from the media.
c) Certification that all delivery media are free of known computer viruses. A statement including the name(s) and release date(s) of the virus-scanning software used to analyze the delivery media, the date the virus-scan was performed, and the operator’s name shall also be included with the certification. The release or version date of the virus-scanning software shall be the current version which has detected the latest known viruses at the time of delivery of the digital media.
d) The following "File Development and Project Documentation Information" as an enclosure or attachment to the transmittal letter provided with each electronic digital media submittal.

1) Documentation of the plot file for each drawing which will be needed to be able to duplicate the creation of the file by BCAD at a later date. This documentation shall include configuration settings (e.g., drawing size and configuration), and any other special instructions.
2) List of any deviations from BCAD's standard layer/level scheme and file-naming conventions.
3) List of all new symbol blocks created for project, which was not provided to Consultant/Contractor with the BCAD-furnished materials.
4) List of all new figures, symbols, tables, schedules, details, and other blocks created for the project, which were not provided to Consultant/Contractor with the BCAD-furnished materials, and any associated properties.
5) List of all database files associated with each drawing, as well as a description and documentation of the database format and schema design. All information shall conform to FAA and BCAD standards.
6) All metadata per BCAD, FAA, FDOT, or other entity standards.

(I) Ownership:

1) County will have ownership of all information and materials developed under these and other contractual requirements including but not limited to reports, and listings, and all other items pertaining to the work created or developed in connection with the services provided pursuant to the agreement with Broward County including any copyright.
2) Ownership rights under the contract are rights to use, re-use, duplicate, or disclose text, data, drawings, and information, in whole or in part in any manner and for any purpose whatsoever without compensation to or approval from Consultant/Contractor.
3) BCAD will at all reasonable times have the right to inspect the work and will have access to and the right to make copies of the above-mentioned items.
4) All text, electronic digital files, data, and other products generated under this contract shall become the property of County except where otherwise limited within the Contract.
5) All files/drawings shall be furnished to BCAD upon request from BCAD.

6) No portion of any "application" (e.g. database, GIS portal, web application, or customized document or tool) developed for BCAD shall be used as a template for non Broward County projects unless the prior approval in writing is obtained from BCAD.

(J) BCAD-Furnished Materials to the Consultant/Contractor:

1) BCAD and Consultant/Contractor may make various electronic files available to the Contractor during the Pre-Construction and Construction phases of the Project. To this end, Consultant/Contractor shall make the following information available to the Contractor in electronic format:
   a) Work files: Selected work product files, reports, spreadsheets, databases, specifications, drawings and other documentation of Consultant's/Contractor's work in progress may be provided to the Contractor, Managing General Contractor, or other County consultant on an as required basis. Consultant/Contractor shall cooperate and facilitate the exchange of these electronic media documents.
   b) Where electronic media submittals of final site surveys are required, Consultant will provide electronic copies of any existing site survey data already on electronic media.
   c) Where Electronic Project Record Documents are required, Consultant will provide the Contractor one set of AutoCAD electronic file format contract drawings, to be used for as-built drawings at the Contractor's option. Make electronic file drawings available on DVD/CD ROM media.
   d) BCAD will supply Consultant/Contractor with all necessary BCAD standard cover page and title block files and formats.

(K) Other Digital Information:

1) A variety of digital information may be generated by participants in the design process including BCAD, Consultant, sub consultants, Contractor, subcontractors; BCAD's commissioning authority, local jurisdictional authorities and other project team members.

2) Consultant/Contractor shall facilitate and participate wherever possible in this digital exchange of information by conforming to the standards expressed above.